



HUMAN SERVICES SYSTEM

SAN BERNARDINO COUNTY HUMAN SERVICES SYSTEM

2004 Annual Report

**An informative look at the many services
provided by the County of San Bernardino
Human Services System**



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A message from Carol Anselmi, Assistant Administrative Officer for Human Services System . . .



Dear Reader:

Welcome to the 2004 San Bernardino County Human Services System (HSS) Annual Report. We have had a very exciting and productive 2004 and I hope you find this document both interesting and informative. It is important to us that you see the quality, creativity, and dedication with which we serve a large segment of the county population.

One change that you will note is that the Departments of Behavioral Health and Public Health are no longer a part of the Human Services System. However, at the request of Public Health, we have included their accomplishments and goals. Public Health is an important partner in all that HSS does.

The accomplishments contained in this document run the gamut from cost reduction to increased quality to improved access. Some examples are consolidation of the Child Abuse and Adult Protection hotlines, recognition of Food Stamp Quality by the Federal Nutrition Services and California Department of Social Services, and increased involvement of families and the communities in the Child Protective Services activities through Family to Family, Wraparound and Family Group Decision Making.

We provide physical, emotional and educational services to many preschool aged children, assist veterans and their dependents in obtaining benefits, and coordinate children's services through Family Preservation Councils. Through Child Support Services, we help children obtain the financial support necessary to lead a safe and healthy life.

In order to provide this high level of service, we cannot overlook those administrative support units that facilitate our jobs. The services they provide to assist departments in meeting their mission are critical. It is the team effort that makes HSS an outstanding example of government at its best.

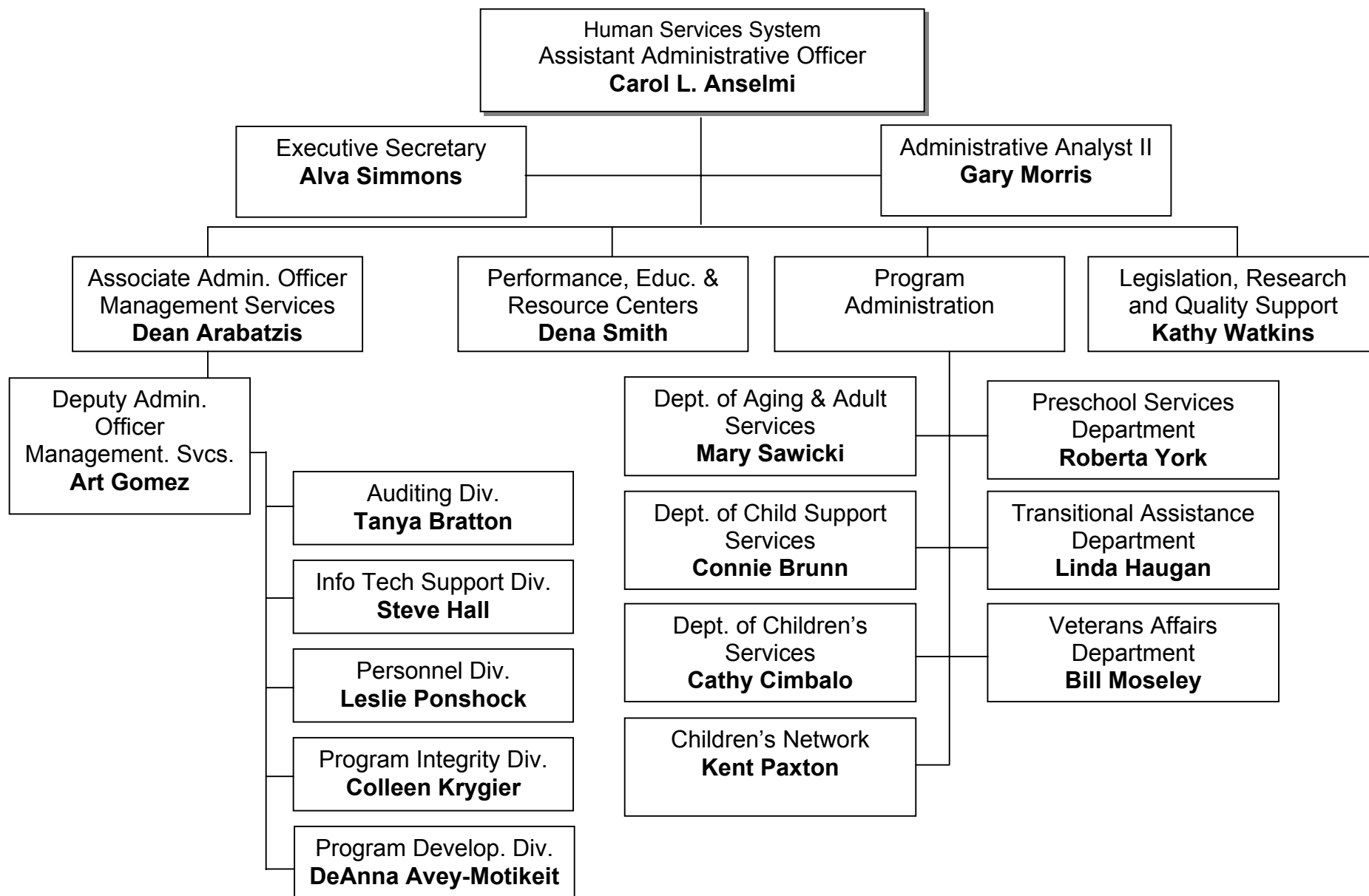
As you read this report, you will see that there is not any segment of San Bernardino's population that is not in some way touched by HSS services. We strive to make the lives of all San Bernardino County residents better and to do so in the most cost efficient way. We will continue to set the bar higher through our goals for 2005.

HSS Mission Statement

The Human
Services System
works to build a
healthier
community by
strengthening
individuals and
families, enhancing
quality of life and
valuing people.



San Bernardino County Human Services System

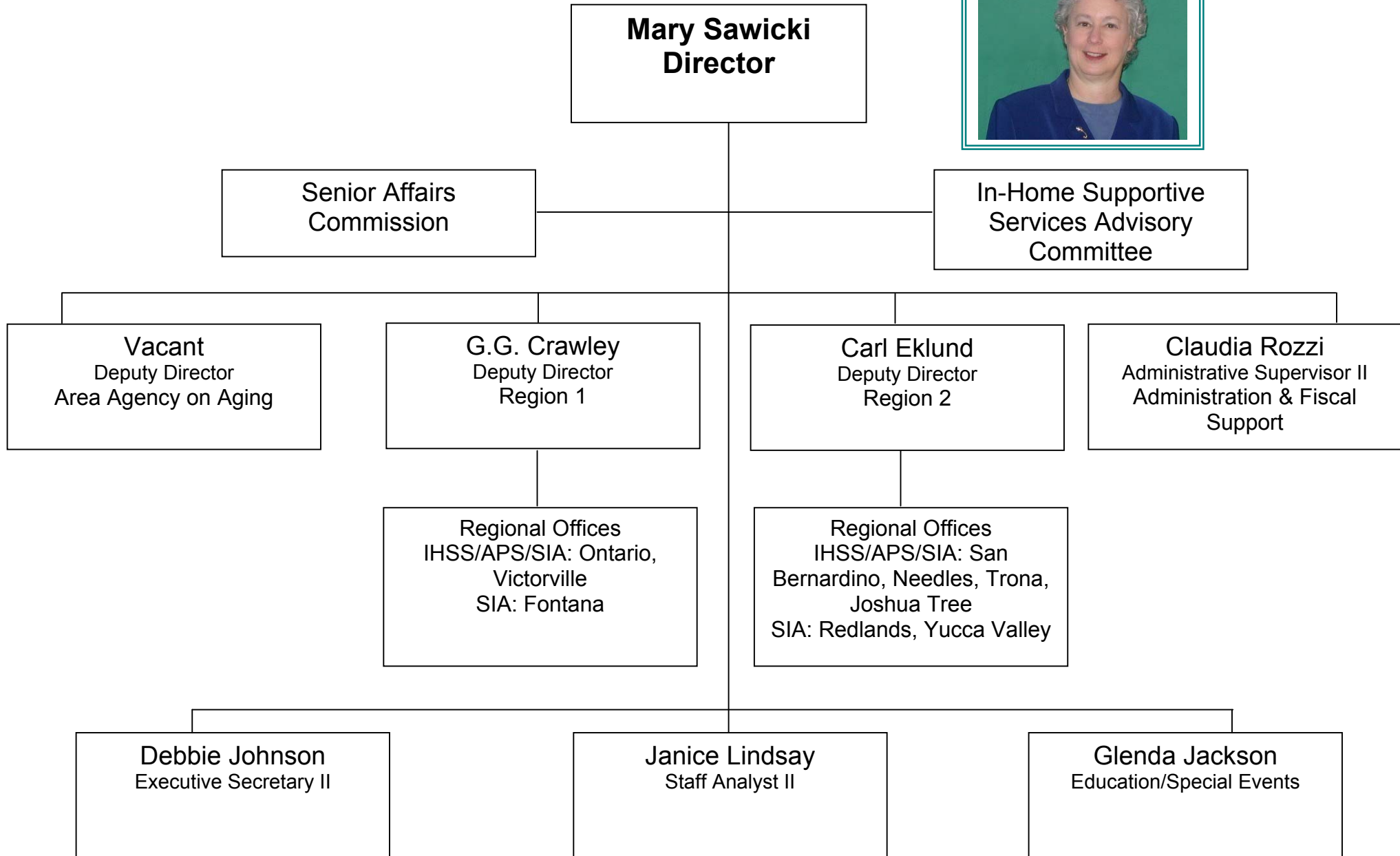




HUMAN SERVICES SYSTEM DEPARTMENTS



Aging and Adult Services



Aging and Adult Services

Our Mission

Providing service to seniors and at risk individuals to improve or maintain choice, independence, and quality of life, ensuring seniors and adults with disabilities have the right to age in place in the least restrictive environment.

Aging and Adult Services is the designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA). As the AAA, the department is the designated agency to advocate for the elderly on the local, state, and national levels. As such, the department is mandated to ensure that options are easily accessible to all older individuals and to have a visible resource where anyone can go or call for information and/or referrals. The primary programs under the OAA are Senior Nutrition, Senior Information and Assistance (SIA), Senior Employment, and Ombudsman. The department also administers and provides services through programs under the California Department of Social Services (CDSS). These programs serve the aged, blind and individuals with disabilities. The primary CDSS programs are In-Home Supportive Services (IHSS) and Adult Protective Services (APS).



Accomplishments in 2004

Aging and Adult Services accomplished the following in 2004:

- Held Seventeenth Annual APS Multi-Disciplinary Team Conference, attended by 200 professional staff from six different counties.
- Held Second Annual Celebrating Seniors Day event, attended by over 2000 seniors from throughout the county and featuring 80 vendors.
- Received state approval for two Medical Administrative Activities (MAA) Claim Plans, and increased departmental participation in the MAA program to obtain federal Medicaid reimbursement funds.
- Submitted first MAA claim and received reimbursement of \$292,000.
- Implemented and trained DAAS staff on direct entry into the Family Caregiver Support Services module of the data management system for Aging programs.
- Established a departmental committee comprised of representatives from each employee classification for all regions and a Labor Relations Representative to analyze

our business practices, enhance our communication and ensure consistency as a department countywide.

- Received two grants to implement a Medicare Access to Benefits Program in order to provide outreach, education, enrollment assistance, and follow-up services to eligible Medicare beneficiaries residing in the county.
- Added three Public Health Nurses (PHN) and one Supervising PHN to enhance quality of service and support in the MSSP and IHSS programs.
- Established a policy and procedure to implement Health Care Case Management to better serve severely medically fragile clients enrolled in the IHSS program.
- Consolidated the APS 24-Hour Hot Line with Children's Services' Child Abuse Hot Line (CAHL) Center to improve customer service, efficiency and cost effectiveness.
- Increased the number of participants in the department's Educational Internship Program three-fold by building professional relationships with universities, colleges, and technical schools within San Bernardino, Riverside, and Los Angeles counties.



Goals for 2005

Aging and Adult Services has established the following goals for 2005:

- Transition the administration of the County's Public Guardian-Conservator office into DAAS in order to provide a more efficient continuum of services for clientele.
- Hold Eighteenth Annual Multi-Disciplinary Team Conference.
- Hold Third Annual Senior Day event.
- Continue to increase participation in the federal Medical Administrative Activities program to obtain federal Medicaid reimbursement funds.
- Implement and train service provider staff on direct entry of service activities and hours into the data management system for the Aging programs.
- Work in cooperation with service providers to provide more homebound seniors with frozen entree meals to reduce cost per meal and enable program expansion in order to eliminate the waiting lists.
- Work in cooperation with service providers to increase the number of seniors attending the congregate nutrition sites.
- Automate the processing of timesheets for the IHSS care providers. The department currently processes over 30,000 timesheets a month by manually entering the data into the state's IHSS payroll system.
- Co-locate the two East Valley offices, IHSS Public Authority and Public Guardian, to maximize facilities and resources and to improve customer service.
- Develop and implement IHSS Quality Assurance (QA) for enhanced program integrity in order to provide more effective client services.

- Increase the number of nurses in order to expand Health Care Case Management for medically fragile clients in the MSSP and IHSS programs.
- Obtain grant funding for an Internship Coordinator in order to increase field practicum slots for pre- and post-graduate students majoring in social work or gerontology.

How Outcomes are Measured

Aging and Adult Services measures outcomes by the following methods:

Activity	Measure
Conferences and fairs	<ul style="list-style-type: none"> • Number of attendees
Senior nutrition	<ul style="list-style-type: none"> • Cost per meal, number served • Customer satisfaction
TCM/MAA	<ul style="list-style-type: none"> • Amount of federal funding received through programs
APS	<ul style="list-style-type: none"> • Number of cases reported • Number of cases resolved each month
IHSS	<ul style="list-style-type: none"> • Meeting mandated timelines of 30-day application processing and annual re-assessment for continuing cases
Senior Training & Employment Program	<ul style="list-style-type: none"> • Number of participants enrolled • Number of participants receiving training • Number of participants placed in unsubsidized employment • Customer satisfaction
Ombudsman	<ul style="list-style-type: none"> • Percentage of complaints resolved within 30 days

Program Information



Senior Information and Assistance (SIA) - This program provides information and assistance to help senior citizens solve problems and learn about opportunities, services, and community activities. An important part of the program is providing assistance and advocacy by making contact with various organizations that can provide needed services. Follow-up and evaluation are provided to ensure the senior is receiving appropriate services. SIA offices are open during normal business hours, Monday through

Friday. Individuals can be connected to the SIA office nearest to the location from which they are calling by dialing 1-800-510-2020, toll free.

Long-Term Care Ombudsman - The Ombudsman program provides complaint resolution for residents of nursing homes and board and care facilities who may be experiencing abuse and/or neglect. Additionally, the Ombudsman program helps with problems regarding quality of care, food, finance, meaningful activities, visitors of choice, residents' rights, and other concerns. Ombudsman staff visit these facilities regularly to ensure residents know about the

program's services. The program uses fully trained, certified volunteers to provide all services mentioned above. They also work with licensing agencies responsible for these facilities, assist facility administrators and staff in solving problems with families and difficult residents, provide community education to groups, and witness durable power of attorney for health care documents. For more information about the program, call (909) 891-3928 or toll free, at 1-866-229-0284.

In-Home Supportive Services (IHSS) - The goal of the IHSS program is to maintain elderly or disabled individuals in their own homes by providing services aimed at health and safety. Services performed by a care provider augment that of the client's family. Those eligible for the program receive a wide variety of basic services. These include domestic assistance, such as housecleaning, meal preparation, laundry, and shopping; personal care, such as feeding and bathing; transportation; protective supervision; and certain paramedical services ordered by a physician.

Adult Protective Services (APS) - The APS program provides a wide range of services and activities necessary to prevent or remedy situations in which elderly and/or vulnerable adults are endangered because of exploitation, neglect or incapacity, or are endangered or abused by the treatment of others. It serves clients who are identified as being vulnerable due to their social situation or legal issues, and/or subject to exploitation jeopardizing their present or future health, well-being, opportunity for normal development, or capacity for independence. The 24 hours/day, 7 days/week, toll free number is 1-877-565-2020.

Senior Nutrition Program- Seniors, 60 years of age and older, and their spouses are served lunch Monday through Friday at nutrition sites around the county and have the opportunity to enjoy other activities. Home-delivered meals are also available for homebound seniors in some communities. A suggested donation amount is posted at each site. Seniors may donate confidentially and voluntarily. Seniors can call 1-800-510-2020 to learn more about the nutrition program and the site nearest to their location.

Statistical Information

Adult Protective Services (APS) – The APS Hotline receives over 550 reports of elder or dependent adult abuse each month. Each report is assigned to a social service practitioner for investigation and resolution.

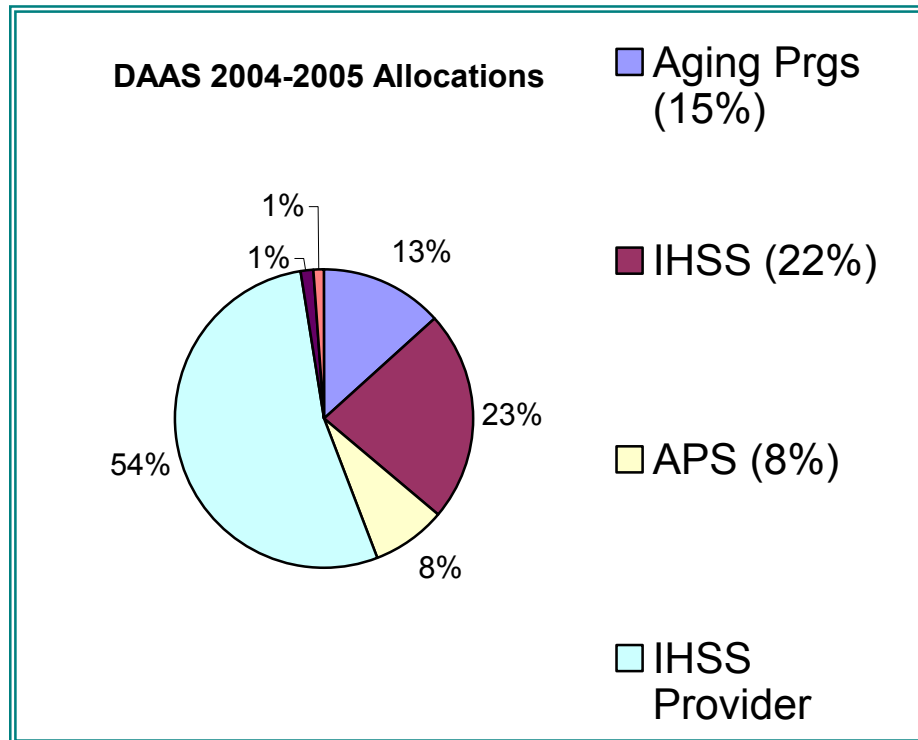
In-Home Supportive Services (IHSS) – The department currently has 15,945 eligible IHSS cases with an average of 87 authorized service hours per case, per month. The average monthly cost per case is \$736.

Senior Information and Assistance (SIA) – SIA staff make an average of 4,163 contacts per month with individuals seeking assistance.

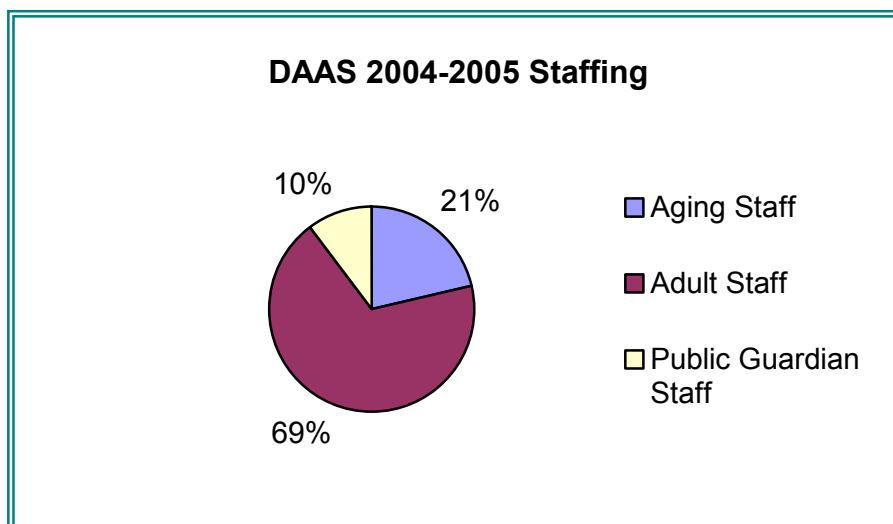
Senior Nutrition Program – An average of 35,000 meals are served in congregate settings (senior centers, community centers, etc.) each month. Another 42,000 meals are delivered each month to seniors who are homebound.

Ombudsman – The department receives and responds to an average of 204 complaints each month through this program.

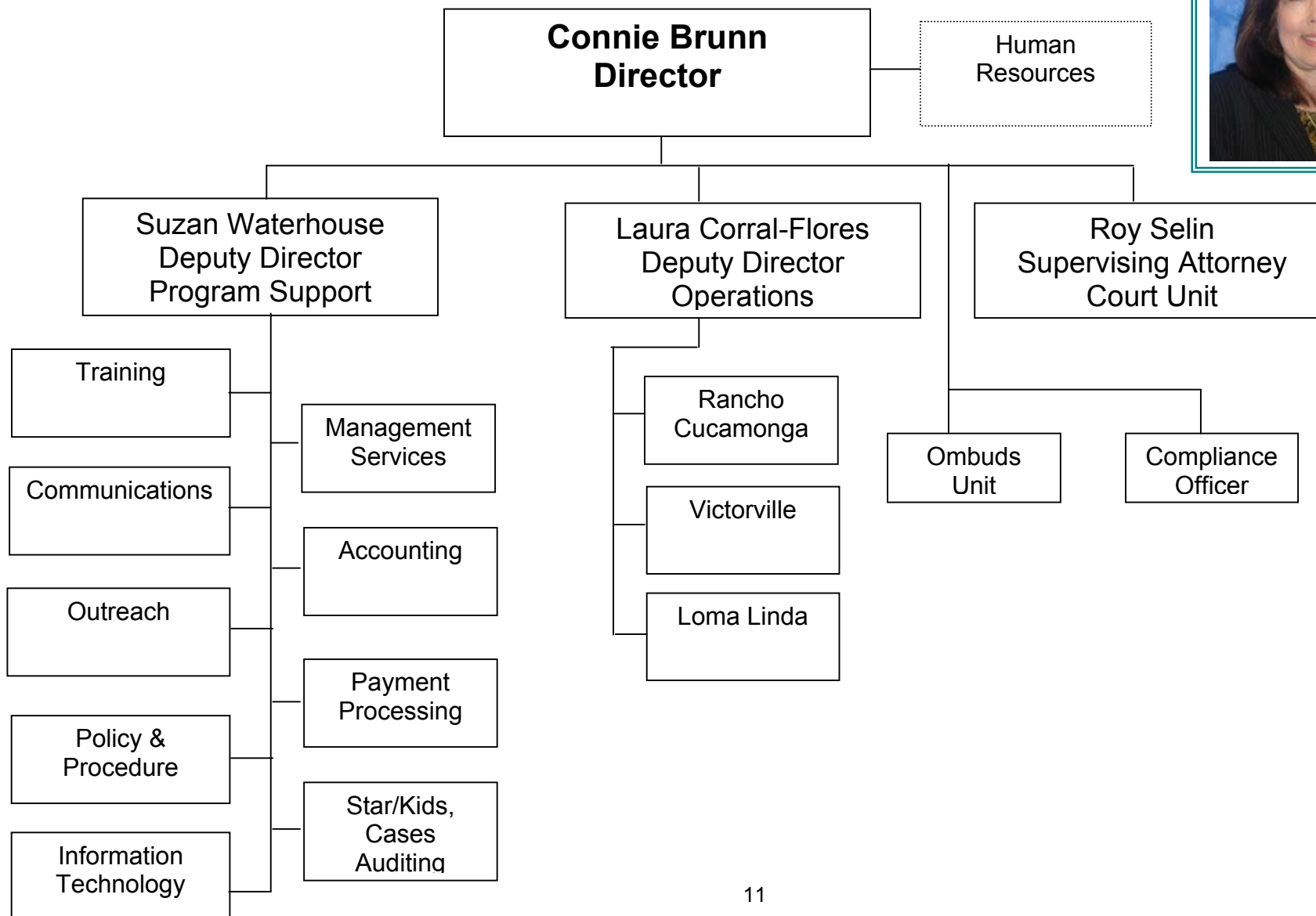
Budget Information



Staffing Information



Child Support Services



Child Support Services

Our Mission

The County of San Bernardino Department of Child Support Services determines paternity, establishes and enforces child support orders, and issues payments to assist families in meeting the financial and medical needs of their children. We provide timely and effective service in a professional manner.

Basic program activities of the Department of Child Support Services include locating absent parents, establishing paternity of children born out of wedlock, establishing support orders pursuant to state guidelines, enforcing support obligations, modifying support obligations when needed, and collecting and distributing support payments. Families receiving public assistance are required to participate in the child support enforcement program and are paid the first \$50 of current child support collected each month. The remainder is reimbursed to the state and federal governments for the public assistance paid. Custodial parents who are not receiving public assistance may receive program services without cost, and payments received are distributed directly to the custodian.

Accomplishments in 2004

Child Support Services accomplished the following in 2004:

- **Victorville Office Relocation** – The Victorville office opened and staff relocated to their new facility in April. The facility will accommodate approximately 180 personnel and temporarily house personnel from the Department of Children Services (DCS). This up-to-date facility will allow the department to meet the growing needs of the high desert.
- **State License Match System (SLMS) Day** – The department conducted a SLMS Release day on November 20, 2004. Over 300 obligors participated in the program and the department collected over \$39,000 through this program.
- **Outstation Support** - Child Support Officers are assigned to Barstow, Needles, Joshua Tree, and Twenty nine Palms once a month to provide support services to the people of these communities. Over 100 customer contacts have been made since this program began in September.
- **Forms Assistance** – Forms Assistance day is held weekly at each of the Child Support facilities located in Loma Linda, Rancho Cucamonga, and Victorville. This service is to assist customers with the completion of child support forms. To date, we have assisted 42 customers in this program.
- **Public Defender Liaison** – In cooperation with the Public Defender, District Attorney, and the Faith Based Community, the department established a liaison to assist our mutual clients. This group meets monthly to support back to work, family reunification and child support payment plans.

- **Direct Deposit Program** – In November, the department began providing direct deposit of child support payments with over 500 clients participating in the program thus far.
- **Public Outreach Program** - The department participated in the Parole and Community Team (PACT) Orientations in San Bernardino, Rialto, Fontana, Ontario, Redlands, and Victorville, and the San Bernardino Unified School District Cal-SAFE Resource Fair. It also provides monthly orientations to Desert View Medium Community Corrections Facility in Victorville.
- **Customer Services Accomplishments:**
 - Addressed over 181,752 phone calls
 - Conducted 74,080 client interviews

Goals for 2005

Child Support Services has established the following goals for 2005:

- Meet all federal performance measures
- Establish Department of Children Services liaison
- Improve Paternity Opportunity Program outreach to hospitals
- Complete Business Process Redesign Project
- Implement CASES, (California Child Support Automated System {CCSAS} Phase I) in compliance with federal mandates
- Remodel the Rancho Cucamonga office

How Outcomes are Measured

Child Support Services' performance is measured by four major performance indicators established by Congress, derived from the data reported on the monthly CS1257 and CS34/35 reports and the annual CS157 report. Those performance measures are:

- The paternity establishment percentage is determined annually by dividing the number of children in the caseload born out of wedlock for whom paternity has been established by court order or acknowledgement by year end, by the total number of children who were born out of wedlock as of the beginning of the year. The Paternity Establishment goal for 2005 is 79.00 percent.
- The percent of cases with support orders is determined monthly by dividing the number of cases with a valid court order by the total number of open cases in the caseload. The target outcome for cases with support orders is 65 percent.
- The current support collection rate is determined monthly by dividing the amount of money disbursed as current support by the total amount of money owed for current support. The target collection rate for 2005 is 46 percent.
- The arrears collection rate is determined annually by dividing the number of obligors who make an arrears payment by the total number of obligors who have an arrears debt. The target arrears collection rate for 2005 is 55.8 percent.

Compliance is measured in the functional areas of Establishment/Modification, Enforcement, Review & Adjustment, Interstate, Medical, Collections & Distribution, and Closure. Quarterly data reliability and compliance audits of sample cases are conducted throughout the year.

Successful preparation for conversion to the CASES case management system will be measured on an ongoing basis through the California Child Support Automated System (CCSAS) project milestones.

The Rancho Cucamonga branch upgrade will improve customer service areas such as increased lobby space. Additionally, employee morale will be improved by updated facility décor.

Better coordination with the Juvenile Court and Department of Children's Services will be measured by the adoption of procedures for data exchange, establishment of joint genetic testing and process service contracts, and the designation of liaison staff for improved information flow.

Program Information

Case Intake – New cases must be set up within twenty days from receipt of the application, which includes the interview of the child(ren)'s custodian, research for existing cases involving the same child(ren), determination of the status of existing court orders and payment history, and initial locate action for the non-custodial parent's address and employment.

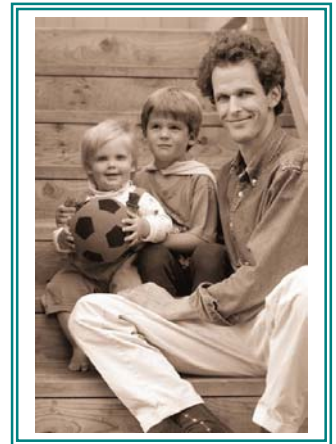


Locate – Action to locate the non-custodial parent must commence within sixty days of receipt of the case. Automated interface of data at the state and federal level occurs continuously and workers are alerted whenever new address, employment or financial information is received. Other locate sources include postal verification, contacts with relatives and past employers, and the internet.

Establishment of Paternity – Paternity must be established for children born out of wedlock within six months of receipt of the application, in most cases. Paternity may be established through voluntary acknowledgement by the biological parents or through determination by the court. Genetic testing is done in any case in which paternity is disputed.

Establishment of a Support Order – The entry of a court order setting a payment amount for current child support and/or an arrears obligation is necessary before collection action can commence. The process of obtaining a court order is commenced by the filing of a Summons and Complaint in Superior Court and service of the summons on the parents. Action to serve the summons must occur within sixty days of receipt of new address or employment information. The amount of child support ordered is determined by the application of state guidelines, taking into consideration the income of both parents and the amount of time the child resides with each parent.

Enforcement and Collection – Most child support is collected through Orders to Withhold Wages served on the obligor parent's employer. Other collection methods include intercepts of state and federal income tax refunds; attachment of other government payments such as unemployment compensation, disability payments, and lottery winnings; placement of liens on real and personal property; suspension of driver's licenses and other professional licenses; revocation of passports; civil contempt-of-court actions; and criminal prosecution. In cases in which the child is receiving public assistance benefits, the first \$50 collected for current support for the month goes to the child's custodian. The remainder is retained as reimbursement to the state and federal government. In cases in which the child is not receiving public assistance, all current support collections are paid directly to the custodian.



Distribution and Disbursement – Child support payments must be disbursed to the payee within 48 hours of receipt. In cases where there are children in more than one household, payments are allocated to each household in proportion to the amounts owed. Collections of child support arrears are distributed and disbursed according to whether the debt was incurred while the child was receiving public assistance benefits or not.

Review and Adjustment – Orders may be reviewed every three years to determine if the amount of support ordered is consistent with the obligor's ability to pay. More frequent reviews may occur if information is received indicating that an adjustment of the amount ordered is appropriate. If a review is required, the process to complete the modification of the support order must be completed within 180 days.

Statistical Information

Caseload Size

Open cases, January 1, 2004	159,923
Open cases, December 31, 2004	155,332

Paternity Establishment

Children in caseload born out of wedlock federal fiscal year 2003-04	134,134
Children with paternity established or acknowledged for fiscal year 2004	98,000
Establishment percentage for fiscal year 2004	73.06%
Target establishment percentage for fiscal year 2005	79.00%

Support Order Establishment

Cases in caseload with support order as of December 31, 2004	100,894
Establishment percentage as of December 31, 2004	63.09%
Target establishment percentage for fiscal year 2005	65.00%

Total Collections

2002-03 total	\$134,802,730
2003-04 total	\$146,790,056
Percentage of change	9.18%
Target collection amount for 2005	\$161,469,061

Current Support Collections

Current support owed for 2003-04	\$196,268,535
Current support collected during 2003-04	\$81,244,309
Current support collection percentage in 2004	41.39%
Target collection percentage for fiscal year 2005	46.00%

Arrears Collection

Cases with arrears due in fiscal year 2003-04	77,830
Cases paying toward arrears during fiscal year 2004	39,848
Collection percentage for fiscal year 2004	51.2%
Target arrears collection percentage for fiscal year 2005	55.80%

Case Staffing

Authorized funded positions on December 31, 2004	548
Filled positions on December 31, 2004	495
Cases per employee on December 31, 2004	323
Target cases per employee	160

Budget Information

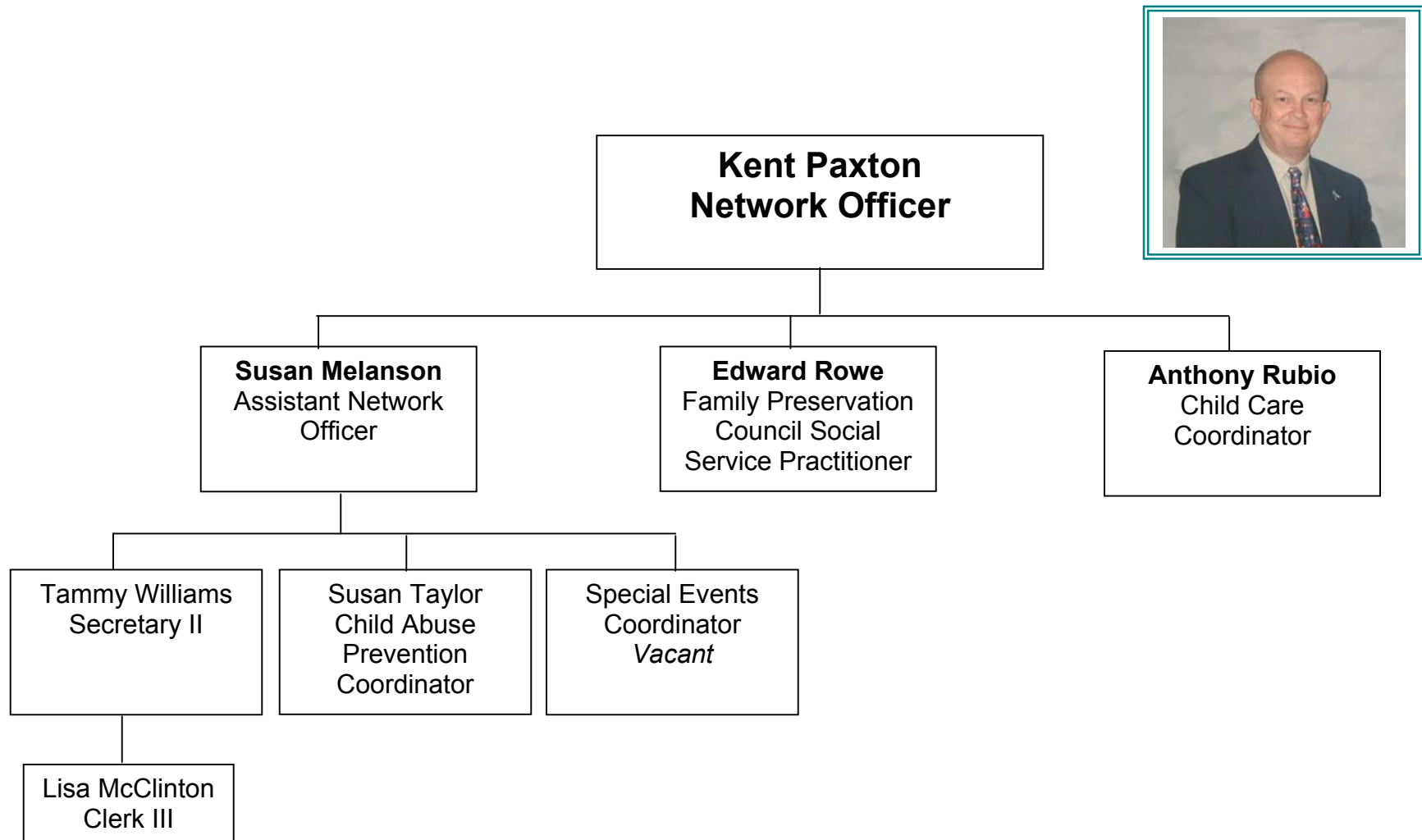
The Child Support Enforcement Program is governed by Title IV-D of the federal Social Security Act, which was originally enacted in 1975 and amended several times thereafter. Federal regulations require that the program be administered at the state level by a single agency, which, in turn, contracts with counties to perform program functions. Federal financial participation consists of payment of 66% of program costs and payment of graduated incentives to states for meeting program performance measures. In addition to the federal funding, the State Department of Child Support Services reimburses the county for the remaining 34% of program costs. There is no direct county cost for the program activities undertaken by the local child support agency.

The allocation from the state for the 2004-05 state fiscal year for the department is \$38,234,850. This amount is what is available to the county for reimbursement for all program costs except for the upcoming conversion to CASES and state contracted child support officers. The state also allocated an additional \$1,017,968 for CASES conversion.

Staffing Information

As of December 31, 2004, there were 495 full-time employees in the Department of Child Support Services.

Children's Network



Children's Network

Our Mission

The overall goal of the Children's Network is to help Children-at-Risk by improving communications, planning, coordination, and cooperation among agencies and between agencies and the community; setting priorities for interagency projects; and implementing collaborative programs, public and private, to better serve children and youth.

In 1985, the San Bernardino County Grand Jury recommended that an interagency council be established to study and coordinate children's services for the County. The Children's Network was designed the following year by the Honorable Patrick J. Morris, then Presiding Judge of the Juvenile Court, to include representatives from the Board of Supervisors and other County departments serving "children at risk."

The Children's Network of San Bernardino County concerns itself with "children at risk," defined as minors who, because of behavior, abuse, neglect, medical needs, educational assessment, or detrimental daily living situation, are eligible for services from one or more of the constituent agencies of the Children's Network. These agencies were designed to reduce risk of conditions which limit the likelihood of achieving full adult functioning. A variety of public and private agencies deliver a broad, occasionally confusing, and sometimes inadequate, array of direct services to these children.

Accomplishments in 2004

Children's Network accomplished the following in 2004:

Children's Policy Council

- Made contract recommendations to the Board of Supervisors for the use of the Child Abuse Prevention (CAPIT) and Safe and Stable Families funding.
- Approved the 2004 Group Home Needs Assessment to be forwarded to the Board of Supervisors.
- Made recommendations regarding various group home rate increases to the Board of Supervisors.
- Made recommendations to the Board of Supervisors regarding legislation to improve quality of care in group homes.
- Developed program ideas to improve outcomes for special needs, transitional age youth.
- Recommended to the Board of Supervisors that April 2004 be declared Child Abuse Prevention Month in the County of San Bernardino.

- Recommended to the Board of Supervisors that a moratorium be placed on letters of support for new group homes in the County and that specialized treatment beds be procured through an interagency RFP process.
- Collaborated with the County Superintendent of Schools and other Policy Council member agencies to develop a School Resource Directory highlighting partnerships between County Agencies and School Districts.

Children's Fund

- Daily Referral Activity: In 2003/04 Children's Fund had 3024 referrals for food, clothing, medical care, cribs, beds, car seats, etc., for a total expenditure of \$460,098.
- In 2003/04, Children's Fund served 40,518 San Bernardino County children.
- Fund Raising Activity: In 2003/04 Children's Fund gross revenue was \$2,614,529 that included both monetary and in-kind contributions.

Child Care Planning Council (CCPC)

- Distributed \$578,850 in AB 212 Child Care Staff stipends.
- Provided 59 trainings, and 647 units of service through the Early Learning Opportunities Federal Grant.
- Represented San Bernardino County at various state and local meetings addressing the need for affordable, quality child care and development services.
- Coordinated appointments to the CCPC through the Board of Supervisors and County Superintendent of Schools.
- Provided sponsorships for various child development trainings.
- Conducted a survey with CCPC members to improve coordination and collaboration within the child care system for Special Needs Children, Legislation, and Training.



Family Preservation Councils (MDT's)

- Served 665 at-risk children through the multidisciplinary team process.
- Diverted 94.4% of those children from foster care through the coordination of numerous interventions and community resources.
- Estimated local foster care cost savings (based on an average Foster Family Agency rate of \$1,717 per month if child were placed x 6-month stay in care): \$2.7 million.

Prenatal and Children's Screening, Assessment, Referral and Treatment (SART)

- Children's Policy Council Leadership Team began collaborating with Dr. Ira Chasnoff and the Children's Research Triangle to develop a system in the County of San Bernardino to screen, assess, refer, and treat, pregnant women who abuse alcohol, tobacco, and other drugs during pregnancy and their children who may suffer from the neurological impacts of prenatal substance exposure. The vision of the Leadership Team is that: 1) babies are born free of exposure to alcohol, tobacco, and other drugs; 2) children are raised in a safe and nurturing environment; 3) children and families achieve optimal health and development.
- Prenatal SART began with outreach to obstetricians countywide to institute the screening and assessment process with alcohol and drug treatment providers.
- Began the planning process for Children's SART.

Children's Lobby

- Discussed and followed 37 California State Assembly and Senate bills impacting children at-risk through the 2004 legislative session.
- Sponsored, with Board of Supervisors approval, Assembly Bill 2149 (Longville) to promote quality services for children in group home placement.

Goals for 2005

Children's Network has established the following goals for 2005:

- Continue planning and implementation of the Children's Screening, Assessment, Referral, and Treatment (SART) Program for children ages 0 to 5 years who are at high risk for social/emotional problems.
- Continue implementation of the Perinatal SART Program to ensure that substance abusing pregnant women enter alcohol and drug treatment.
- Continue collaboration with the Countywide Gangs and Drug Task Force on the gang strategic planning process.
- Continue to convene the Drug Endangered Children project, involving children identified as found at clandestine methamphetamine labs.
- Continue child abuse prevention efforts including community awareness and the Family Preservation Councils.

How Outcomes are Measured

Measurement of Children's Network outcomes vary based on individual program components.

Program Information

CHILDREN'S POLICY COUNCIL: department heads of those County agencies that provide services to children, a member of the Board of Supervisors, the County Administrative Officer, and the Presiding Judge of the Juvenile Court.

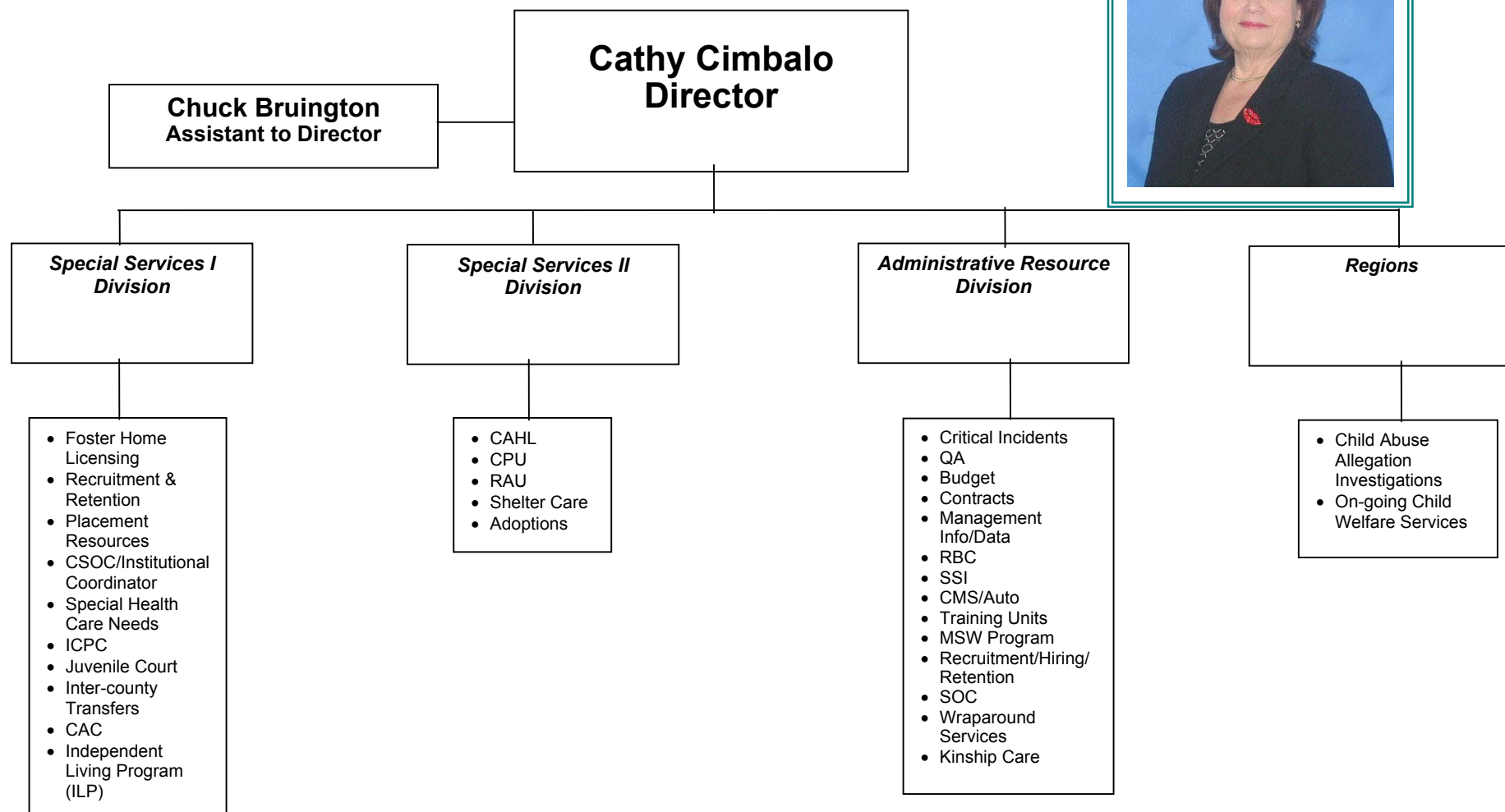
CHILDREN'S SERVICES TEAM: a mid-management policies and procedures problem solving group with a network of subcommittees working on specific projects.

CHILDREN'S FUND: a nonprofit corporation developing a public-private partnership to acquire goods and services for children at risk who cannot obtain them through existing public or private programs.

CHILD ABUSE PREVENTION PLANNING COMMITTEE: an interagency planning committee that plans and executes San Bernardino County's participation in the National Child Abuse Prevention Campaign each April and throughout the year.

CHILD CARE AND DEVELOPMENT PLANNING COUNCIL: for the purpose of developing a countywide plan to set forth: 1) the priorities for the use of the Federal Child Care Block Grant funds in the County of San Bernardino for children of eligible families, and 2) a comprehensive countywide plan for child care and development services.

Children's Services



Children's Services

Our Mission

To protect endangered children, preserve and strengthen their families, and develop alternative family settings. Services, as mandated by law and regulation, will be provided in the least intrusive manner with a family-centered focus. This mission is accomplished in collaboration with the family, a wide variety of public and private agencies, and members of the community.

The Department of Children's Services provides family-centered programs and services designed to ensure safe, permanent, nurturing families for San Bernardino County's children while strengthening and attempting to preserve the family unit. Child Protective Services (CPS) helps prevent further harm to children from intentional physical or mental injury, sexual abuse, exploitation, or neglect by a person responsible for a child's health or welfare. Our services provide support for families and work toward goals of reducing risks to children, improving parenting skills, and strengthening social support networks for families. The main services provided are:

- **Foster Care** - a temporary placement that assists children in preparing for return to their birth parents (reunification) or for a more permanent placement such as adoption or guardianship. Social workers visit the home on a regular basis to provide services to support the children's needs. Social work staff and foster parents work together to assist reunification efforts between birth parents and children, if appropriate. Foster parents receive ongoing financial and medical assistance to care for the child.
- **Child Protective Services** - investigates allegations of abuse or neglect of a child. Social work staff determines how quickly to proceed with an investigation by assessing the referral information and focusing on the present and future risks to the child. This process involves accepting oral or written allegations of child abuse or neglect for further investigation, gathering information to determine the need for CPS services, determining if removal of the child is necessary, and providing the appropriate services to the family.
- **Adoption** - the permanent placement of a child in a lifelong, loving, supportive home. Children are of different ages and ethnic backgrounds; some are part of sibling groups while others are single children. DCS seeks home environments that allow the children to develop a positive self-image and eventually become productive members of our society.



Accomplishments in 2004

Children's Services accomplished the following in 2004:

- Worked exceptionally hard on finalizing 484 adoptions.
- Reunified with their parents 23% of the 2005 children initially placed in out-of-home placement.
- Continued to provide Family Group Decision Making meetings in all regions.
- The Kinship Center served 425 families (960 children).
- Wraparound provided services to 53 families and children.
- Family to Family established a steering committee for planning purposes.
- Convened a workshop to study the issues and concerns related to Psychotropic medication requests.
- Created new processes, procedures, and adopted new forms for on-line use.
- Improved relationship with Superintendent of Schools, facilitating record retrieval.
- Developed protocol jointly with Superintendent of Schools to enable social worker access to children at school.
- Initiated quarterly meetings with school districts, Superintendent. of Schools and foster parents.

Goals for 2005

Children's Services has established the following goals for 2005, in accordance with new legislative mandates:

- Increase timely response to referrals.
- Reduce the recurrence of maltreatment.
- Increase the number of children enrolled in the ILP program, focusing on graduation from high school, college/technical school enrollment and employment.

How Outcomes are Measured

DCS measures and analyzes accomplishments and goals through various means. Most data is extrapolated from CWS/CMS through the use of concurrently running software such as CAD IQ and Business Objects. Each program provides different reports based on the data entered into the database by social work staff.

DCS has the ability to produce reports based on very specific criteria including demographics, program information, services provided, duration of case, and case information for all children in the database. Additionally, staff has the ability to generate reports and provide information and analysis based on both state and federal outcome measures.

Program Information

Family Group Decision Making (FGDM) is a strength-based, family-focused intervention process mediated by a facilitator. The FGDM meeting is designed to strengthen the natural care-giving system for the children. Invitees to an FGDM meeting may include family members, family identified support persons, DCS caseworkers and other service providers. These participants assist the family in creating and following through on a plan that provides for the safety, attachment and permanency needs of the children.

The Kinship Support Services Program (KSSP) helps strengthen families of individuals who are raising children of their extended family by providing them with information, community resources, education, support groups and other services relating to their needs. Through kinship placements, families are maintained, traditions are upheld, children move less and experience fewer behavioral, educational and/or health problems. KSSP provides support that relative caregivers and the children in their care need to remain connected to their families in a safe and stable environment. Kinship Support Services Program is a collaborative between the Department of Children's Services (DCS) and Central City Lutheran Mission.

Wraparound is an intensive, strengths- and needs-based service delivery, community-based family-centered process designed to allow seriously emotionally disturbed children to remain in their community or at the lowest level of care possible. The wraparound process "wraps" the children and their family with flexible services while supporting the child to succeed in a lower placement level, usually within the child's community.

Wraparound is provided in collaboration with the Department of Children's Services, Department of Behavioral Health, Probation Department, Department of Public Health, County Superintendent of Schools, and local community and faith-based organizations. EMQ (Eastfield Ming Quong) is the current contracted service provider.

Independent Living Program (ILP) is a federal- and state-funded, nationwide program designed to provide basic life skills, career exploration and job readiness preparation for foster teens. In this program, the eligible teens (16-21 years of age) will learn skills to prepare them to transition to adulthood and live on their own. ILP services include workshops, conferences, training, career counseling, tutoring, and assistance with scholarships. Most former foster youth are eligible for full Medi-Cal benefits until their 21st birthday.



Family to Family (F2F) is a nationally known "best practice" child welfare model whose primary purpose is to maintain children within their own community when placement is required. This requires active efforts to develop, organize and support community resources. F2F began planning and selected an initial implementation area in 2004.

Statistical Information

Referral:

DCS obtains allegations of child abuse and neglect through referrals from the public and mandated reporters to the Child Abuse Hotline (CAHL). During 2004, DCS received 30,392 referrals for 39,684 unique children representing an average of 2,533 referrals per month. In 2004, there was a 10% increase in referrals over 2003.

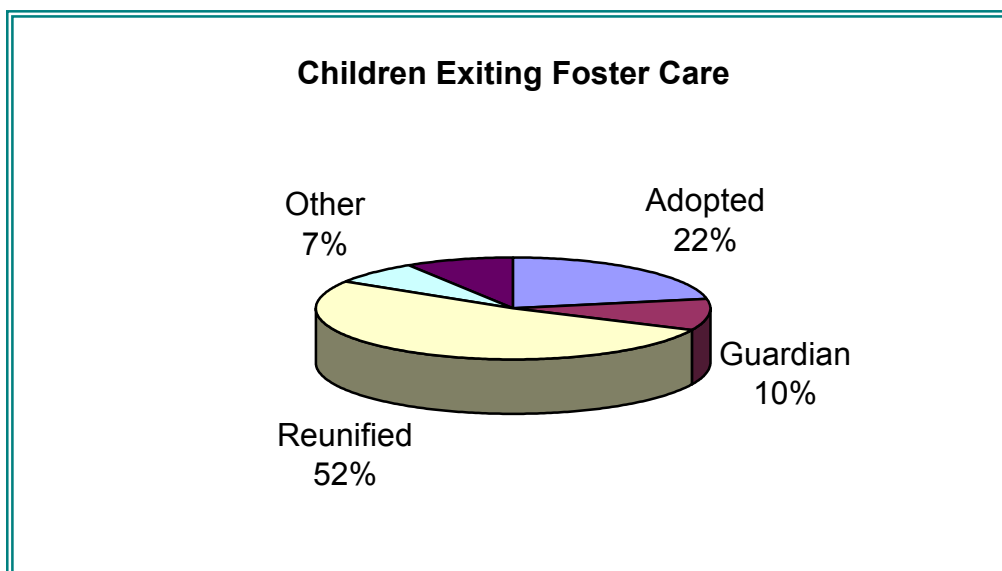
The following information pertains to the type of abuse reported in referrals received during the past five years:

Abuse Type Reported	2000	2001	2002	2003	2004
Sexual Abuse	9%	9%	10%	9%	9%
Physical Abuse	18%	18%	20%	17%	18%
Severe Neglect	4%	4%	4%	3%	2%
General Neglect	39%	43%	43%	42%	42%
Emotional Abuse	8%	8%	3%	2%	4%
Caretaker Absence/Incapacity	9%	8%	6%	5%	6%
Exploitation	<1%	<1%	<1%	<1%	<1%
At Risk/Substantial Risk	12%	11%	11%	14%	15%
<i>Not Available (Referral still open)</i>					4%

Child Placement and Foster Care:

San Bernardino County currently has 5,051 children in placement; of those, 22% are placed either outside of San Bernardino County (990) or out of the state (116).

The following information pertains to the reasons for exiting from foster care in 2004:



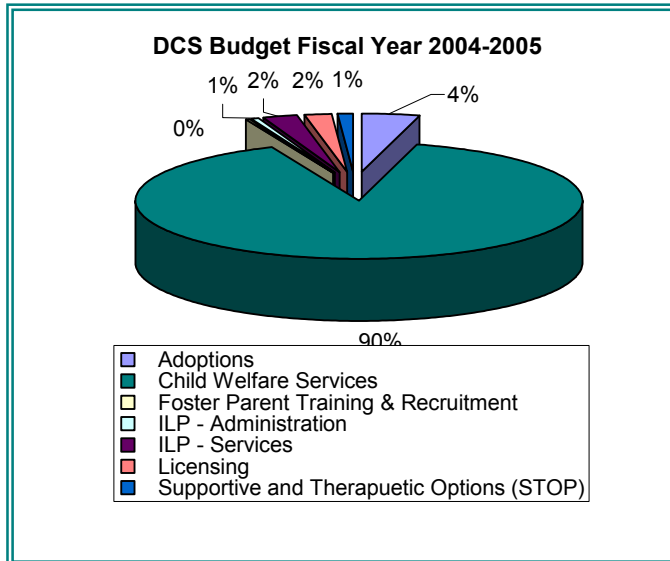
Out of the total 5,051 children placed, 2,157 were placed during 2004. The average length of stay for those placed in out-of-home care during 2004 was 81 days. For children initially placed prior to 2004 and returned during 2004, the average length of placement was 3.1 years.

The following information pertains to the percentage of children in placement by age group:

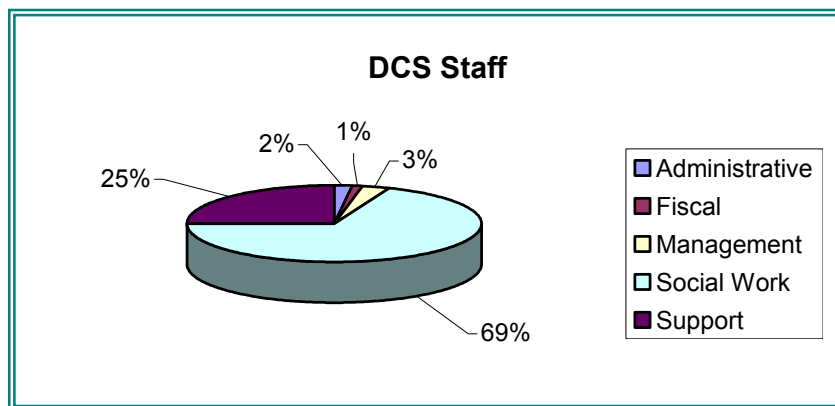
Age	Percentage in Placement
0 – 2	13%
3 – 5	13%
6 – 9	19%
10 – 12	18%
13 – 15	22%
16 – 18	14%
Over 18	<1%

Budget Information

DCS received an allocation of \$87.7 million for fiscal year 2004-05. During this fiscal year, 90% of the allocation was distributed amongst Child Welfare Services. DCS is expected to receive an allocation of \$89 million for fiscal year 2005-06.

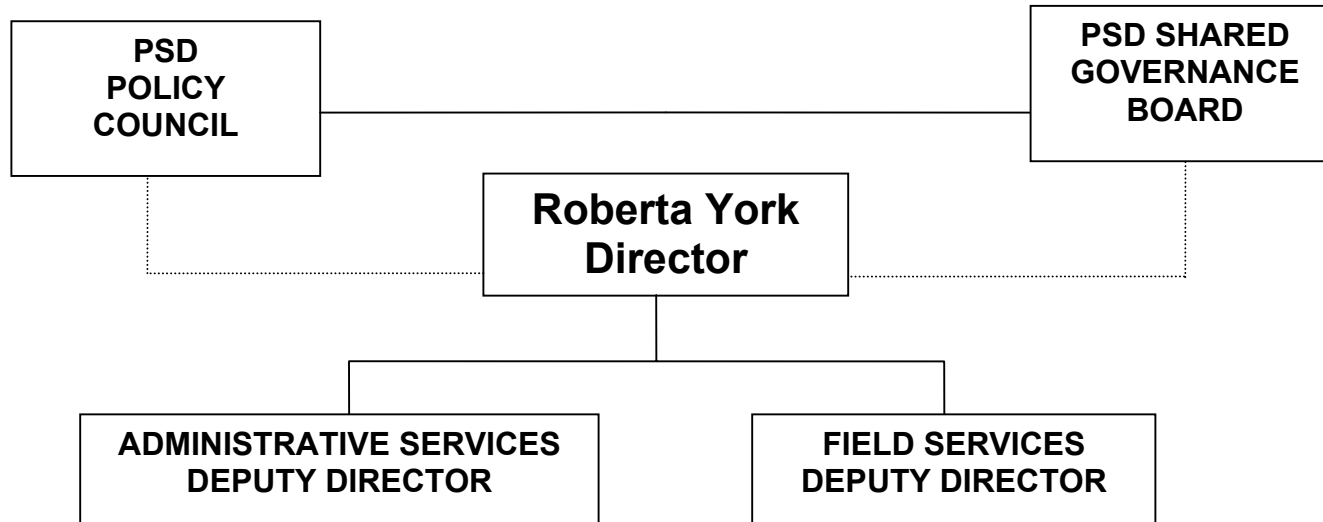


Staffing Information



Of the budgeted DCS staff, the majority (69%) work directly with children and families. This category includes Social Worker IIs, Social Service Practitioners, and Intake Specialists. The remaining staff offer some aspect of support, which allows social work staff to focus on providing family-centered services to the community.

Preschool Services



Preschool Services

Our Mission

We provide a foundation for success to each child by giving them the highest quality child development and family support services

Preschool Services Department (PSD) has operated the Federal Head Start program and other childcare programs in San Bernardino County since 1965, providing comprehensive child development and family services to children, ages 3 to 5 years, of low income and disadvantaged families. PSD has a total of 687 employees serving an enrollment of 4,511 Head Start/State Preschool children and their families countywide. PSD has four delegate agencies who serve 472 of the total children served. PSD provides support staff as well as technical assistance to our delegate agencies on a regular basis.

Head Start is the primary program (86% of all funding). It incorporates educational, health, nutritional, and psychological services in order to help children become ready to enter and succeed in school and life in general. PSD has 39 Head Start sites in cities throughout San Bernardino County. We make every effort to locate Head Start sites in communities where there is the greatest need for Head Start services in response to our annual community assessment. In addition to Head Start, other programs operated by PSD include: State Preschool, General Child Care, and the Child and Adult Care Food Programs.

Children who attend Head Start participate in a variety of educational activities and receive free medical and dental care; have nutritious meals and snacks; and enjoy indoor and outdoor social, physical and educational experiences in a safe environment. Head Start also offers services to meet the special needs of children with disabilities in the same wholesome and safe environment.

Accomplishments in 2004

Preschool Services accomplished the following in 2004:

Health Services Provided to Families through Collaboration with Other Agencies

- Loma Linda School of Nursing: The Loma Linda School of Nursing students work together with our teachers. The student nurses are assigned various clinical preschool sites, in which they do "Health Promotion Across the Lifespan." The student nurses give a ten-minute health presentation, help the teachers as needed, and observe the developmental realities of the children. As of this year, 50 nursing students have gone to ten sites to accomplish this task.
- California Hawaii Elks Major Vision Project: We value our partnership and relationship with the California Hawaii Elks Major Vision Project. The Elks project provides vision screening to all our children. In addition to the vision screenings,

they provide vision certificates for exams and glasses to children with no health insurance coverage.

- American Lung Association's "Asthma Care for Preschool Children" Program: The American Lung Association of the Inland Counties provides asthma education for parents and Head Start staff. We applaud them for recognizing the need for asthma education in our community and are eager to support their efforts to provide this service. The American Lung Association has been a great resource for us in getting asthma care information to all our sites.

Family Literacy Classes Offered to Head Start Parents

The Family Literacy Class for parents is a 3½ hour class held weekly for 11 weeks.

The Family Literacy Classes have proven to be very successful. Parent evaluation surveys have documented the following results/outcomes for parents:

- More frequent and consistent family reading times in the home
- Increased learning and practice of English by ESL families
- Increased opportunities for obtaining and upgrading employment
- Increased number of parents enrolling in GED and college classes
- Improved parenting skills implemented in the home
- Increased communication and partnership between school and home
- Children's increased interest in books
- Improved early literacy skills
- Increased parental confidence as the child's best educator

The PSD Family Literacy program has also shown much success in partnering with community agencies to provide additional literacy resources and opportunities for Head Start families, such as those offered through the public libraries and local school districts. The San Bernardino County libraries have made resources and facilities available to Head Start parents, such as the LITE (Literacy, Information, Technology, Education) mobile unit, which takes computer classes and learning materials to some of the more remote areas of the county.



PSD's Family Community Partnerships Division Collaboration with Other County Departments

- The Department of Behavioral Health (DBH) provides clinicians who teach parenting classes to our parents at the majority of our Head Start sites.
- The Department of Public Health works closely with Head Start staff in health-related areas. The CHDP liaison provides training and technical assistance to our families and connects our families with CHDP doctors. PSD is now a part of the countywide VaxTrack System that documents all immunizations for children born in San Bernardino County. PSD coordinates activities related to communicable diseases with Public Health. Families also receive assistance through programs supported through Public Health such as: lead poisoning, water safety, etc.

- The Department of Children's Services (DCS) refers children and their families to the Head Start Program. DCS also provides verbal and written information to grandparents, foster families and adoption families about Head Start services.
- Transitional Assistance Department (TAD) refers children and families to the Head Start program and provides Head Start Eligibility Worker workspace for recruiting functions. This arrangement provides Head Start staff with immediate access to eligible families in the various communities, thereby ensuring more needy families are being served.

PSD's Head Start Leads to Kindergarten Success

The Kindergarten Readiness Pilot Study was planned and initiated in response to a U.S. Congressional 1998 Head Start reauthorization legislation mandate that PSD track the school readiness and performance of children and families it has served. The following is a report of findings from an ongoing follow-along Kindergarten Readiness Pilot Study of more than 2600 PSD Head Start graduates, who have now completed kindergarten.

The preliminary findings indicate that the PSD Head Start program adequately prepares its participant children (and their families) to successfully enter and complete public school kindergarten.



Cost/benefit analyses indicate that for every one dollar spent for a Head Start child and family, society benefits over a generation by as much as eight dollars. This is due to eliminated or reduced costs of welfare dependency, school grade repetition, special education and crime, plus the graduates' probability of increased educational attainments, improved employment opportunities and earnings (and taxes paid), and next-generation family stability.

Children's Services Division

The following are Children's Services Division's accomplishments in 2004:

- **Parent Training** – Education Specialists provided training on “How Children Learn” to assist parents in improving their observation skills and understanding of their child's development.
- **Mentoring** – PSD continues to support teachers' increased proficiency and assure that the agency is guided by the National Head Start regulations with regard to staff support.
- **Staff Training** – In August 2004, teaching staff was provided training on individualization, adult-child interaction and supervision, classroom environment, developmentally appropriate practices, curriculum, lesson planning, and a review of the PRISM (Program Review Instrument for Systems Monitoring), a federal review instrument.
- **Assessment** – PSD has implemented the use of the Desired Results Developmental Profile Plus (DRDP+) assessment. This assessment fulfills the mandate to analyze and gather data on children's progress by the federal government and also complies with the State of California Department of Education requirements.

Special Services Division

The following are Special Services Division's accomplishments in 2004:

- Reduced the negative attitude, apprehension and fear that some staff may have about a child with a disability. The Disabilities Specialists provided support and training through pre-enrollment meetings, in-service training, on-going monitoring, observations, and through constructive feedback.
- The Disabilities Unit has been successful in recruiting more children with more severe disabilities in order to maintain enrolled percentage of children with certified disabilities above 10% (11.6% for PY 2003-04) of the total Head Start enrollment.
- To meet the challenge of an increased number of severely disabled children, PSD upgraded several sites and added ADA-accessible playground equipment (e.g. wheelchair accessible, bathroom handrails, smaller toilets for smaller children).
- Streamlined a Certified Enrollment Referral and Tracking (CERT) System to better and more efficiently retrieve and disseminate statistics on children with certified disabilities.

Goals for 2005

Preschool Services has set the following goals for 2005:

- Implementation of a Head Start Program-specific apprenticeship training program is well on its way. The program prepares volunteers and provides pre-trained candidates for jobs in the custodial, food service and/or clerical fields. Training possibilities are being offered to volunteers, current and former Head Start parents and community representatives. The apprenticeship period is voluntary with the volunteers being given the opportunity to apply for jobs once they have completed the training period. The success of this program will be reflected in the number of qualified candidates we receive for job classifications that are difficult to keep filled, while providing Head Start parents with training and employment opportunities within Head Start.
- Approximately 64 eligible families in at least two communities will be offered the Home Base Option, an alternative to the more traditional Center Base services. Home Base provides eligible families with Head Start services and educational opportunities in the home. It also gives the department the time needed to acquire appropriate facilities without stopping services to children and their families.
- Standardize procedures for agency-essential functions that are related to the Head Start Program Performance Standards and/or operational functions. Procedures will be developed from agency or similar organizational best practices in areas including health and safety, in-kind, documentation, monitoring follow-up, job expectations and school readiness.

How Outcomes are Measured

The following criteria are used in measuring successful outcomes in the program:

Children's Services

- Child Outcomes – to comply with federal requirements of gathering and analyzing data on the legislatively mandated eight domains (language development, literacy, math, science, creative arts, social and emotional development, approaches to learning, and physical health and development), PSD's Education Specialists collect data from the COR (Child Observation Record) computer on enrolled children three times a year. The Education Program Manager transfers the information into the High/Scope Report Generator for analysis of one source of child outcomes data. The agency examines this report to assure that the children are developing the skills necessary to succeed in kindergarten and the information is utilized to determine staff training needs.

Disabilities

- 10% of enrollment - Measures whether we are meeting the federal mandate of maintaining 10% of our enrollment for children with disabilities.

Family Community Partnerships

- Recruitment and Waiting List Numbers - Measures whether we are meeting Head Start regulations and the needs of eligible families in San Bernardino County.
- Maintain 100% Enrollment – Measures whether we are meeting the federal mandate of maintaining 100% enrollment within 30 days of the start of school.
- Average Daily Attendance Percentage - Measures if we are serving the appropriate number of children on a daily basis according to Head Start regulations and doing appropriate follow-up on unexcused absences, plus meeting the State Department of Education's Child and Adult Care Food Program (CACFP) requirements.

Training and Technical Assistance (T & TA)

- Training may be dictated by the funding source to improve employee education, skills and performance, and program quality. The results of the training assessments are included in the grant application as future training topics and/or goals and objectives. These training sessions are generally held twice per year and include all staff. Training may be subject-specific as recommended by the funding source. A training plan is submitted to the funding source as part of the grant application.

Program Information



Children's Services Division

The Children's Services Division oversees the daily operations of the 39 Head Start sites in six geographic areas throughout the county. The Education Program Manager is responsible for the overall operations of the Head Start sites and ensures that each child is provided with comprehensive child development services that are age appropriate and also addresses all areas of the child's growth and development as mandated by the Federal Head Start Program Performance Standards.

Family Community Partnerships (FCP)

The FCP Division is responsible for providing family and related children's support services. These include eligibility, recruitment, selection, enrollment, and attendance.

The PSD Nurse ensures that comprehensive health services are made available through direct services or community referrals. PSD employs a full time Registered Nutritionist who ensures children are provided with nutritious meals and snacks to supplement food served at home. Special menus are available to children with special diets. Children are provided with age appropriate food experiences and parents participate in nutrition education classes. PSD's Mental Health Specialists provide children and families with educational training and community referrals.



The FCP Division also provides children and families with extensive family literacy and school transition programs. During the 2004/05 program year, a new fatherhood involvement program was established. PSD initiated a joint fatherhood-training program involving County Public Health, school districts, a community-based youth group, and a faith-based organization.

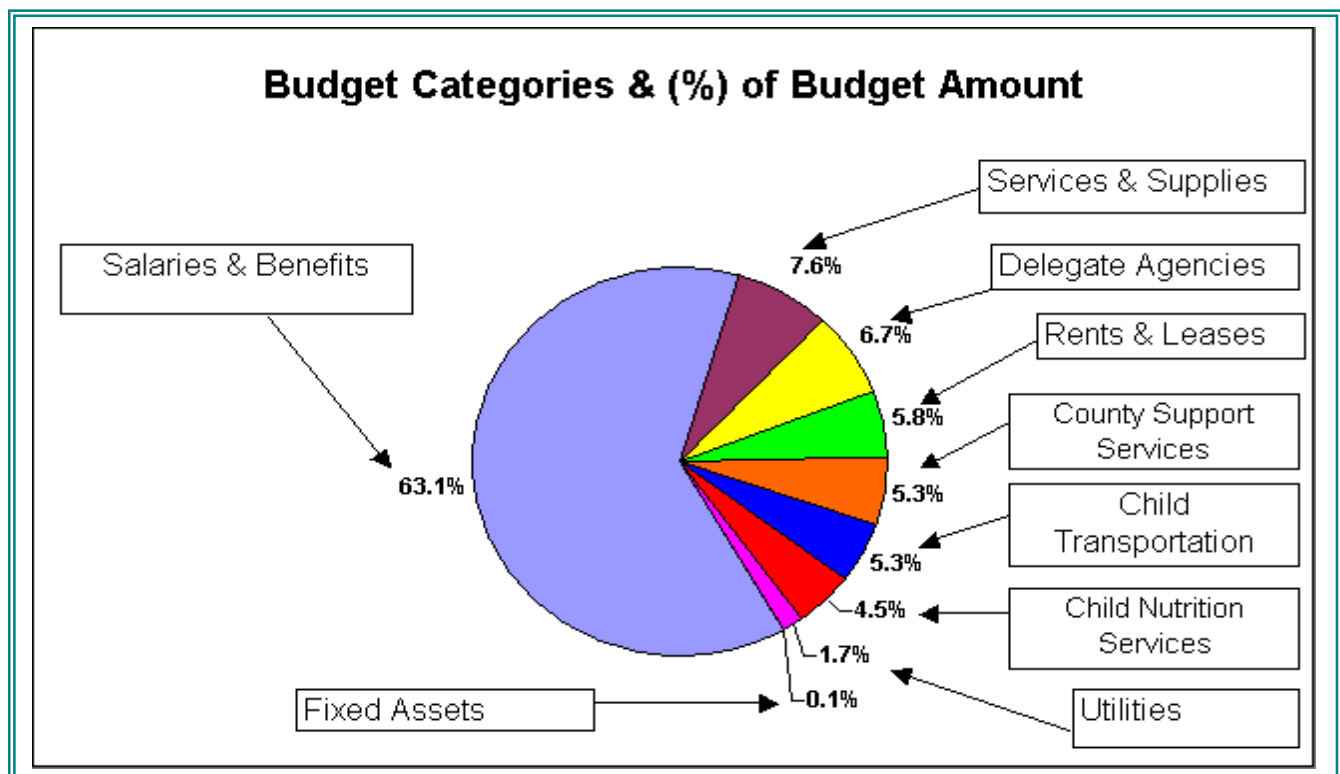
Parents are encouraged by staff to become involved in the program through decision making groups such as parent committees, the Policy Council, and by volunteering in the classroom. Parents are also encouraged to apply for positions within the program for which they qualify.

Special Services

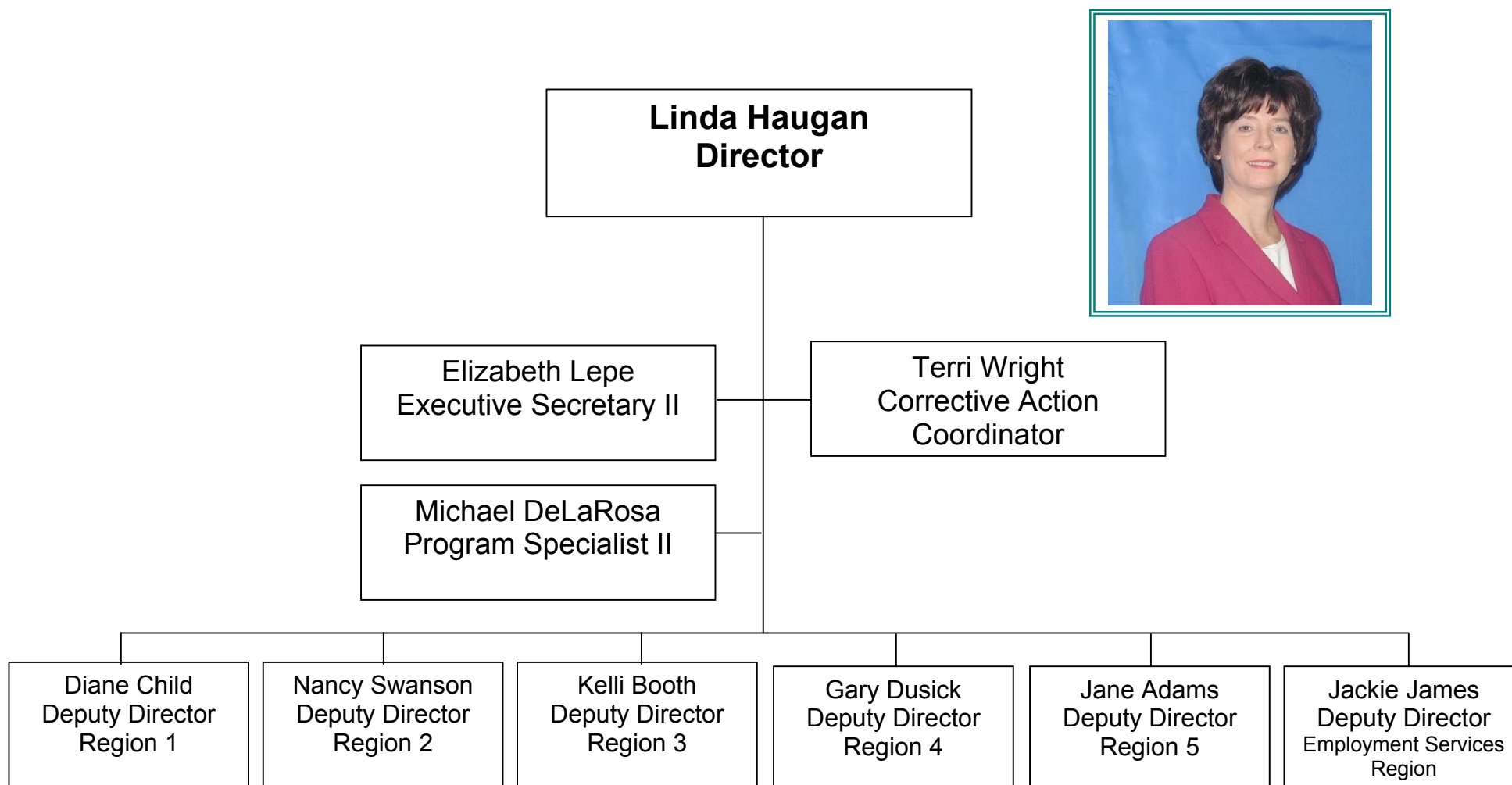
The Special Services Division has extended core capability for providing screening, evaluation, remediation and/or referral services to children with multiple special needs/disabilities.

Budget Information

Budget Categories	Budget Amount
Salaries and Benefits	24,481,806
Services and Supplies	2,953,287
Delegate Agencies	2,599,527
Rents and Leases	2,244,971
County Support Services	2,060,476
Child Transportation	2,040,968
Child Nutrition Services	1,747,813
Utilities	646,076
Fixed Assets	35,000
TOTAL	38,809,924



Transitional Assistance



Transitional Assistance

Our Mission

The mission of the Transitional Assistance Department is to enhance the quality of life in the communities we serve by assisting individuals and families as they transition to self-sufficiency. We provide our services accurately and efficiently, with a high emphasis on integrity, respect and customer service.

The Transitional Assistance Department (TAD) is responsible for administering the financial support programs to persons in need of financial, nutritional and/or medical assistance. The department also provides welfare-to-work services to CalWORKs recipients.

The goals of TAD are to meet the basic needs of families and individuals, while working with them to attain self-sufficiency, and to promote work and personal responsibility.

Accomplishments in 2004

Transitional Assistance accomplished the following in 2004:

- Received award from Federal Nutrition Services (FNS) and California Department of Social Services for having the lowest FFY 2003 Food Stamp error rate in California at 3.22%.
- Ended FFY 2004 with a Food Stamp error rate at 2.03%, well under the federal tolerance level.
- Maintained delinquency rate for CalWORKs and Food Stamps applications under 2% over 45 days.
- Met all Medi-Cal performance standards.
- Met the CalWORKs Work Participation Rate (WPR).
- Successfully implemented Quarterly Reporting without increasing Food Stamp error rate.
- Successfully implemented Consortium IV (C-IV) automation system.

Goals for 2005

Transitional Assistance has established the following goals for 2005:

- Maintain Food Stamp error rate below national tolerance rate (6% or less).
- Increase Work Participation Rate (WPR) to 55% or above.
- Meet established state performance standards for processing Medi-Cal.
- Maintain application processing delinquency rate for all programs under 3% for cases processed over 45 days.
- Plan for successful EBT conversion in May 2005.
- Maintain good customer service.

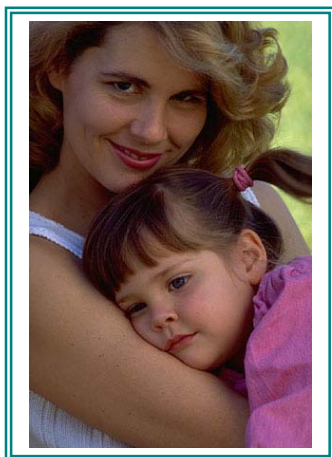
How Outcomes are Measured

Transitional Assistance measures outcomes by the following methods:

- Food Stamp error rates are measured monthly through quality control (QC) reports.
- Work Participation Rate (WPR) is measured monthly from WPR report.
- Medi-Cal performance standards are measured monthly from MEDS alert transaction reports and renewal reports.
- Application processing is measured monthly through delinquent application reports.
- EBT implementation will be measured by conversion project milestones.
- Customer Service will be measured through customer satisfaction surveys.

Program Information

CalWORKS - The California Work Opportunities for Kids (CalWORKs) program is a time-limited program that provides financial assistance and welfare-to-work services to families with children who are deprived of support or care due to the death, incapacity, unemployment/underemployment, or continued absence of one or both parents. Homeless Assistance is included in this program. CalWORKs is administered following federal and state regulations.



Food Stamps - The Food Stamp program is a nutritional assistance program designed to help single people and families with little or no income to buy food. Food Stamp benefits are issued on an EBT card that is used just like a bankcard at most local food stores. The Food Stamp Program is a federal- and state-funded program.

Medi-Cal - The Medi-Cal program pays for health care for certain needy residents of California, including public assistance recipients. Medi-Cal is supported by federal and state taxes. Pregnant women and children have been the focus of outreach efforts by the State of California for enrollment in the Medi-Cal program.

Child Care - TAD operates a number of child care programs funded by the California Department of Social Services or the Department of Education. These programs provide child care payments to providers on behalf of CalWORKs recipients in approved work or training programs, former CalWORKs recipients, parents in child protective services cases, and the working poor. Payments are reimbursements for child care provided and are paid directly to the provider.

Employment Services - The Employment Services program is the welfare-to-work component of CalWORKs. The program assists CalWORKs recipients in obtaining employment that leads to their self-sufficiency. Employment Services staff work with individuals in overcoming barriers that prevent employment. The program also provides supportive services, such as transportation, to assist individuals in meeting work requirements.

Foster Care - The purpose of the Foster Care Program is to provide financial assistance for children in need of substitute parenting who have been removed from the home by either the Department of Children's Services (DCS) or the Probation Department.

General Relief - The County General Relief (GR) program provides loan assistance to indigent individuals and families in temporary need of housing, food, and/or transportation. General Relief is the only TAD program that is totally funded, as well as administered, by the County of San Bernardino.

Budget Information

The department budget for FY 2004/05 is \$188,200,000.

Staffing Information

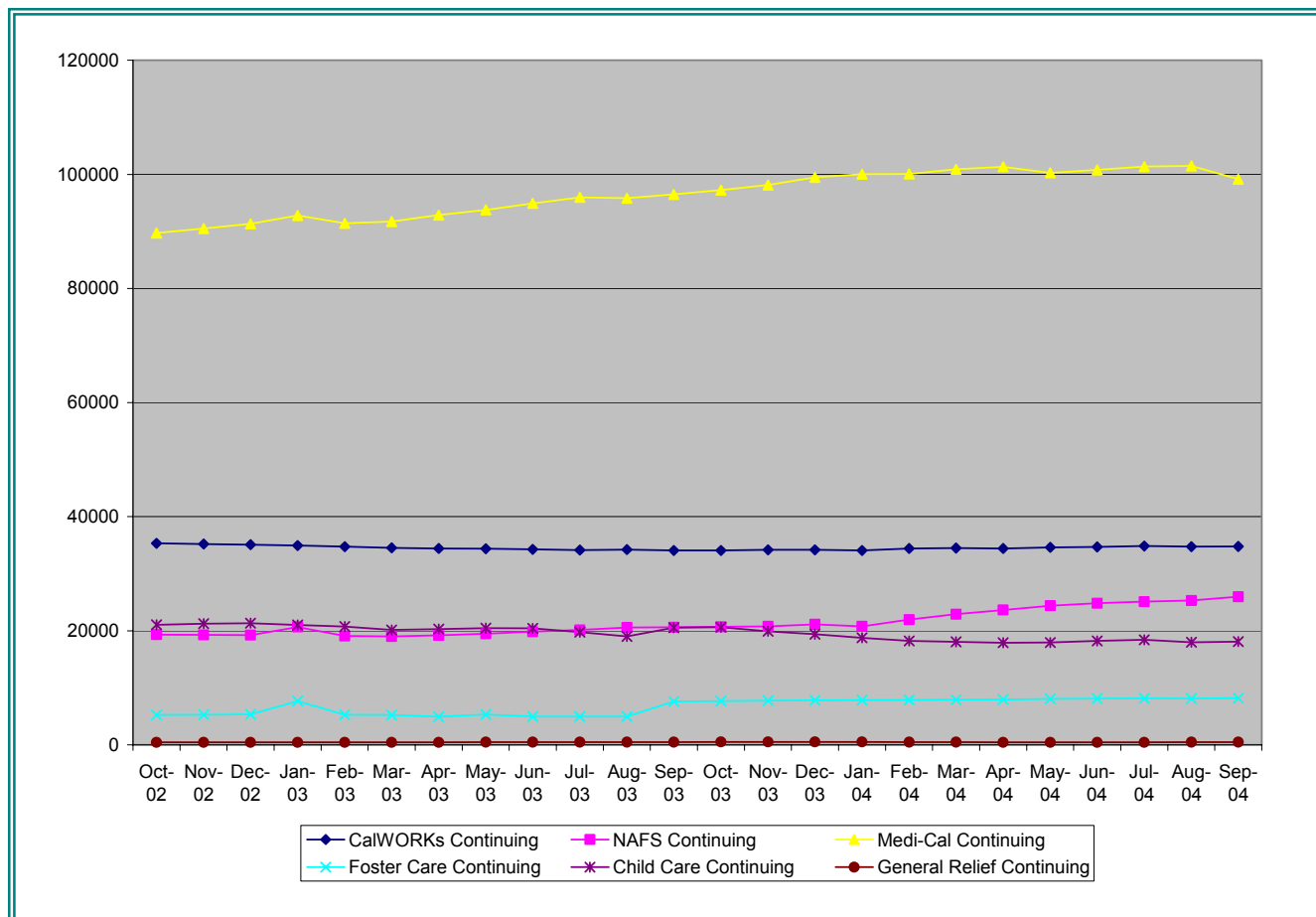
Total staffing is approximately 2000 employees.

Program Data

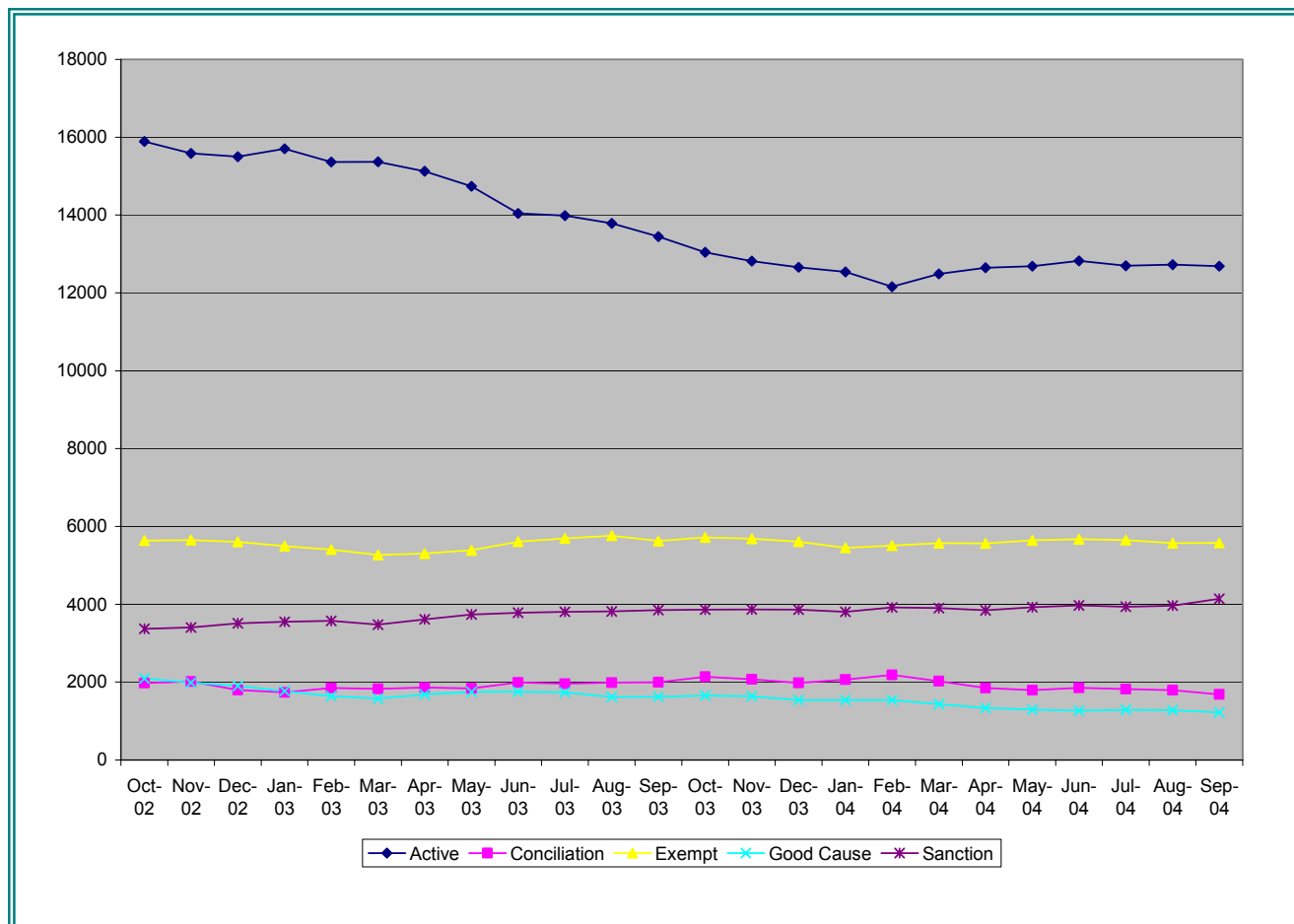
CalWORKs Caseload	34,763
Food Stamps Caseload	48,534
Medi-Cal Caseload	99,168
Child Care Caseload	18,097
Employment Services Caseload	25,308
Foster Care Caseload	8,183
General Relief Caseload	471

Statistical Information

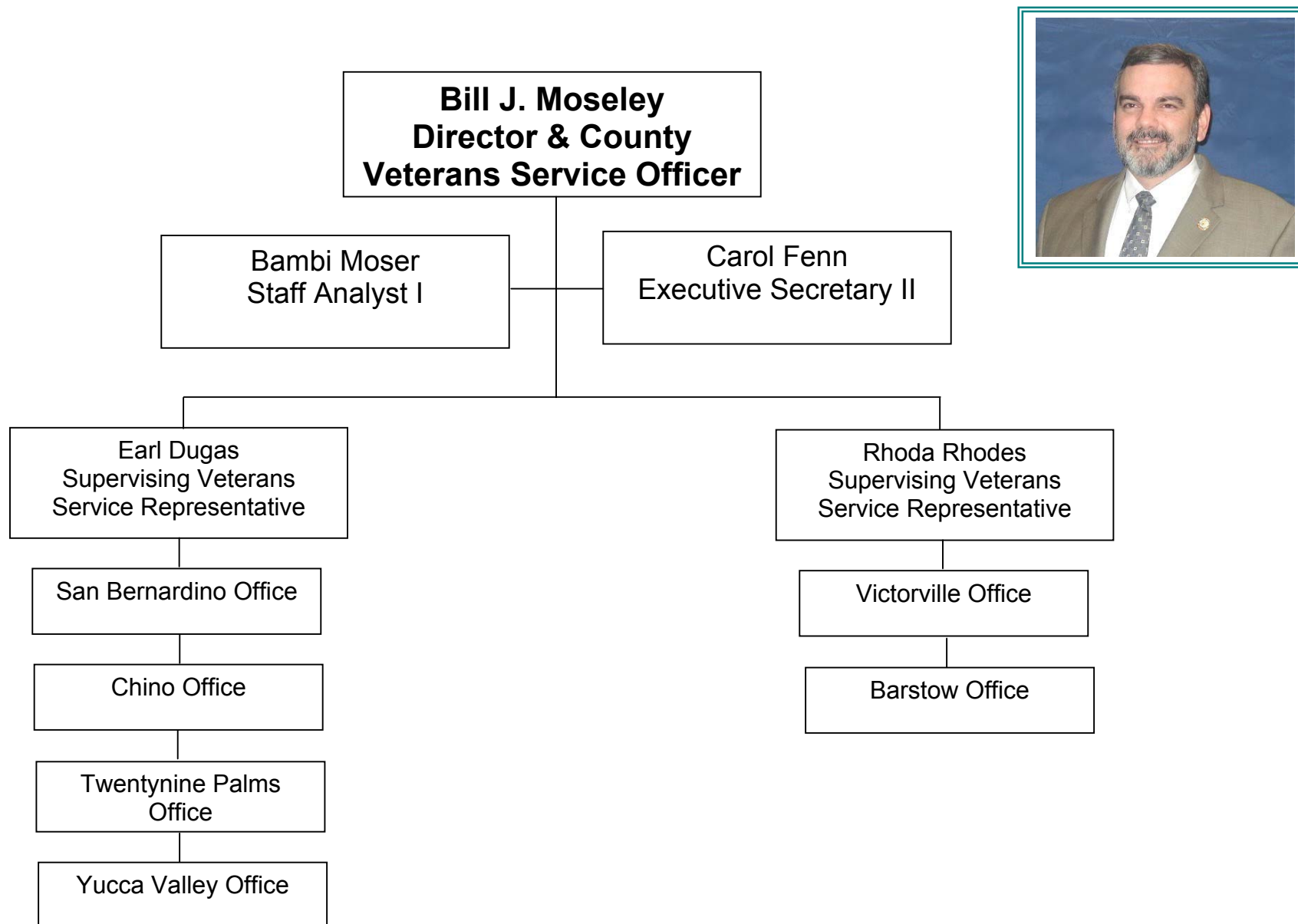
TAD Continuing Caseloads through September 2004:



Employment Services Continuing Caseloads through September 2004:



Veterans Affairs



Veterans Affairs

Our Mission

The Department of Veterans Affairs promotes veterans' rights, issues, and access to services and benefits. It works with community organizations, local, state, and federal agencies to identify and obtain benefits for veterans and their families.

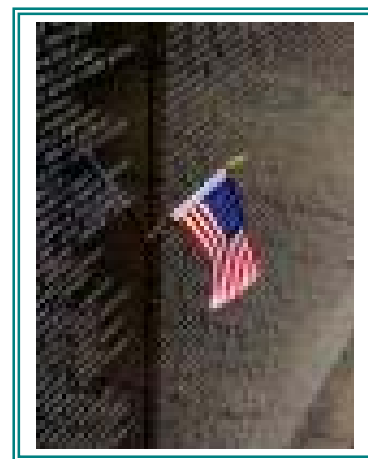
Approximately one-third of the U.S. population, or twenty-four million veterans and forty-eight million family members, are potentially eligible for federal veterans' benefits. In San Bernardino County there are approximately 500,000 veterans, dependents, and survivors. We provide services to former members of the U.S. Armed Forces, their families, and survivors residing in the County San Bernardino.

Department veteran service staff plays a significant role in a national veteran's advocacy network. County employees work with state and federal employees, veteran service organizations, and attorneys to secure benefits for veterans. County staff is often the initial contact to the VA system for veterans in the community.

Accomplishments in 2004

Veterans Affairs accomplished the following in 2004:

- Provided services to 16,456 residents.
- Produced \$9.8 million in new federal benefits for county residents – up from \$9.1 million the year before.
- Processed and approved 615 California College Fee Waivers for dependents of disabled veterans living or attending school in San Bernardino County. This saved county residents \$1,533,583 in tuition and fees at California state colleges and universities.



Results of 2004 Goals

Goal: Improve department processing and development time of federal VA claims

- Beginning in April 2004, and for one week every month, we closely monitored the length of time it took to process every claim activity. Through the conscious effort of staff, the average processing time was reduced from seven to less than one day.

Goal: Measure customer satisfaction with overall services

- The department conducted customer satisfaction surveys beginning in April 2004. For one week out of every month, surveys were given to every client who came into each of our six offices. We received a total of 672 survey responses. There were seven questions on the survey concerning customer satisfaction. Each question could be answered with (A) Excellent, (B) Above Average, (C) Average, (D) Below Average, (F) Fail. Approximately 92% of the questions were answered with (A) Excellent or (B) Above Average, exceeding our goal of achieving customer satisfaction of 80% or better.

Goal: Conduct outreach to clients residing in skilled nursing facilities (SNFs) in San Bernardino County

- Over the course of the year, an information packet was mailed to each of the fifty-four skilled nursing facilities in San Bernardino County. The packet contained department information and an assortment of veteran's benefit fact sheets. A Veterans Service Representatives (VSR) then scheduled a time to visit each facility to meet with the administrator and other staff. The visits resulted in twenty-four claims for veterans and their surviving spouses that are pending adjudication by the federal VA.

Goal: Implement client case review process

- Department supervisory staff conducted ongoing case reviews of all open cases. The reviews included three categories of appraisal: file organization, case management, and file maintenance. A checklist was created containing all three of the above mentioned categories with 14 points of assessment. Beginning in March 2004, supervisors reviewed three randomly chosen open cases from each VSR each week. To date, 366 cases have been reviewed with an overall average score of 94%. Initially, scores averaged 78-80%, but as time passed, errors dropped significantly as scores approached 90% or better. Because the review provides supervisors with detailed information for employee evaluation and training needs, it will continue on an ongoing basis.

Goals for 2005

Veterans Affairs has established the following goals for 2005:

- **College Fee Waiver Outreach**

In 1995, the state authorized counties to administer the California College Fee Waiver Program for the dependents of disabled veterans. Eligible students receive a waiver of mandatory system-wide fees and tuition at California colleges and universities. This program is a valuable benefit to our county's veterans and their families. However, we have seen the number of College Fee Waiver applications decline over the past few years. To ensure eligible students are informed of their benefits, the department will contact high school guidance counselors and career centers at all county high schools to discuss this program.

- **Stock newspaper Q & A column**

One of the biggest challenges the department faces is informing the veterans community of the various benefits and services to which they may be eligible. To better publicize the

department and explain veterans benefits, the department will develop a weekly/monthly question and answer column for publication in newspapers serving San Bernardino County.

How Outcomes are Measured

Veterans Affairs measures outcomes by the following methods:

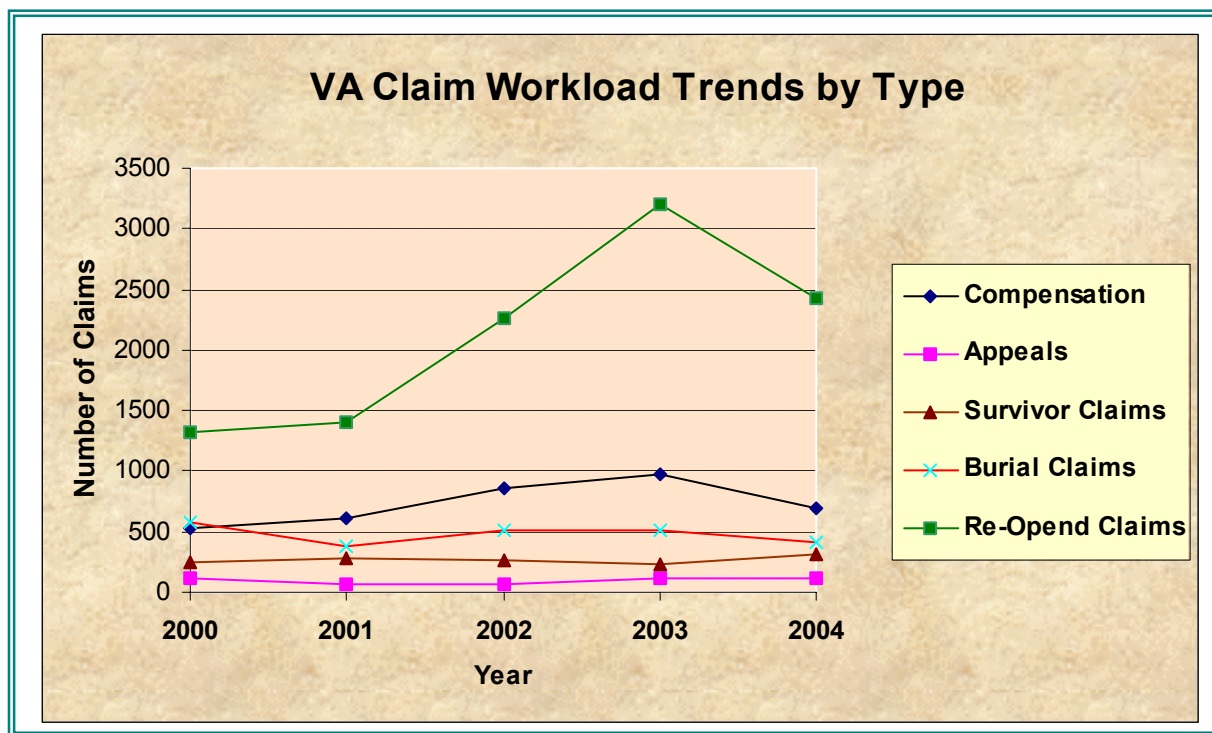
- **College Fee Waiver Outreach**
Measure the number of area high schools contacted and the increased percentage of college fee waiver applications received over the next two academic years.
- **Stock newspaper Q & A column**
A toll-free number will be publicized in the column and that number used to ascertain responses from the public.

Program Information

Veterans Affairs services are delivered in the following four primary areas:

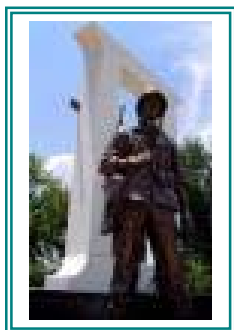
Claims assistance

- Provide benefits counseling, claim preparation, and development.
- Monitor VA claim processing and resolve adjudicative issues or questions in favor of the veteran. Provide assistance with administrative and/or appellate review of claims.
- Administer the California College Fee Waiver program for dependents of disabled veterans in San Bernardino County.



Information and referral to other programs

- Other County departments include: Department of Aging and Adult Services, Transitional Assistance Department, Community Action Partnership, Department of Behavioral Health, County Recorder, etc.
- Area homeless providers and emergency services providers.
- State and federal agencies include: Social Security and SSI, Employment Development, Rail Road Retirement, Department of Defense, etc.



Advocacy

- Individual advocacy involves determination of adjudicative questions and concerns related to processing of an individual veteran's claim.
- Advocacy at the policy level includes resolution of local policy and procedural issues that better serve the bureaucracy rather than our veterans.
- Legislative advocacy involves providing state and federal elected officials with technical assistance regarding veterans' legislation.

Outreach

- Conduct outreach to nursing and retirement homes, mortuaries, schools, military separation programs, and service organizations (American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, etc) for the purpose of informing the community of veterans' benefits and services.
- Participate in community events relevant to veterans: job fairs, stand-downs, government day events, etc.

Budget Information

Total department budget FY 2003/04: \$1,130,068

- Revenue: \$299,667
- Local Cost: \$846,261

Staffing Information

Authorized Staffing:

- Mgmt./Admin. 3
- Supervisory 2
- Technical 6
- Clerical 5

Total staff: 16

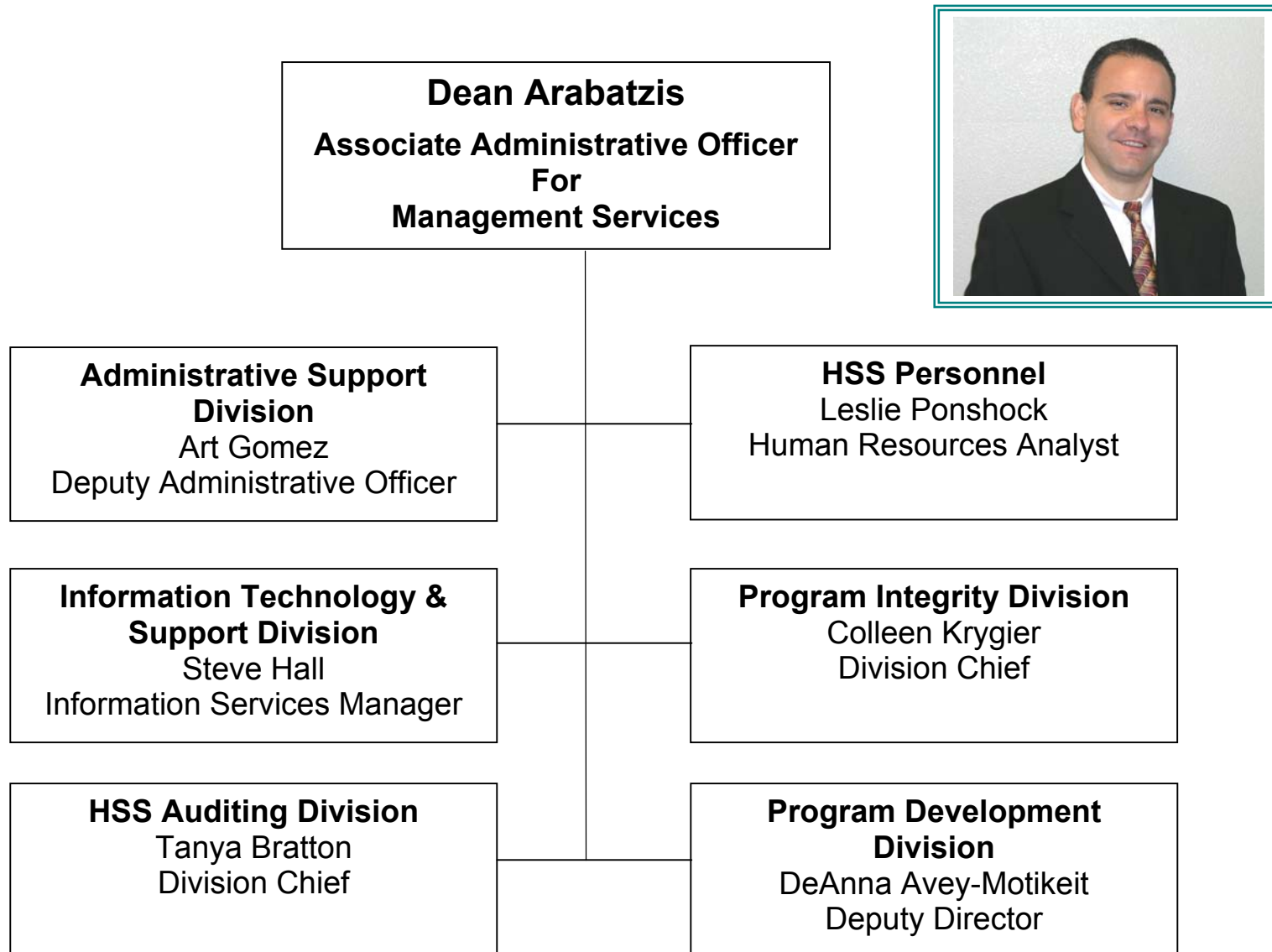


Human Services System

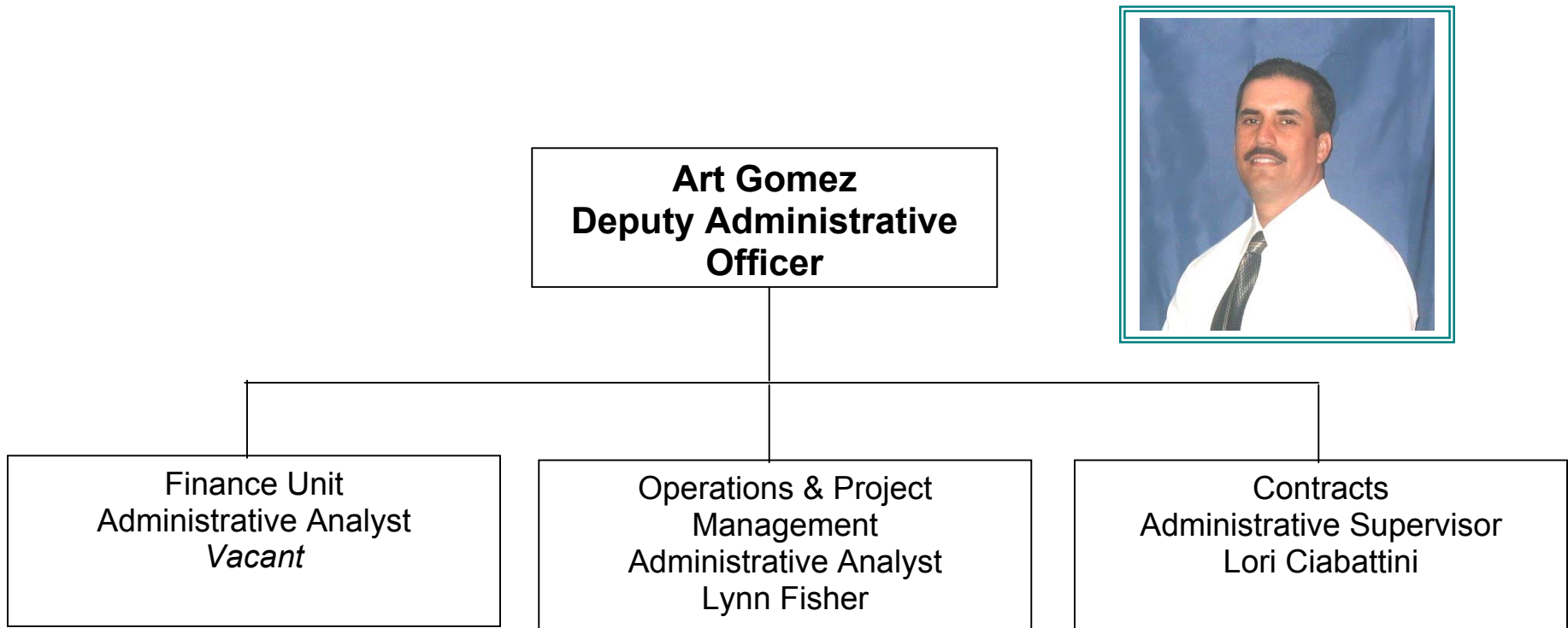
Administrative Units



Management Services



Administrative Support Division



Administrative Support Division

Our Mission

We are dedicated to assisting HSS departments and divisions in the delivery of their services by providing support in the areas of budget and finance, facilities, contracts and special projects in a professional, ethical and customer-oriented manner.

As identified in our mission statement, the Administrative Support Division (ASD) provides dedicated resources and administrative support for all HSS departments, divisions and programs.

Accomplishments in 2004

The Administrative Support Division accomplished the following in 2004:

- Coordinated FY 04-05 budget process for 18 budget units totaling over \$800,000,000 and 4,500 employees.
- Prepared over 350 contracts/contract amendments and issued 35 RFP's.
- Processed over 3,000 requests for goods and services.
- Processed over 14,000 payment transactions.
- Managed and maintained over 100 facilities.
- Initiated development of new ASD website.
- Redesigned the HSS Facility Project Status Report.
- Issued warehouse consolidation RFP.
- Initiated development of automated services and supplies requisition process.
- Increased overall customer satisfaction of services provided by ASD.

Goals for 2005

Administrative Support has established the following goals for 2005:

- Continue efforts to improve efficiency and cost effectiveness of services provided.
- Roll out new ASD website.
- Roll out automated services and supplies requisition process.
- Continue consolidation of HSS warehouse operations.
- Successfully coordinate FY05-06 HSS budget process.
- Continue to meet the budget, procurement, facility, warehousing, and special project needs of all HSS departments and divisions.
- Continue efforts to improve efficiency and cost effectiveness of services provided.

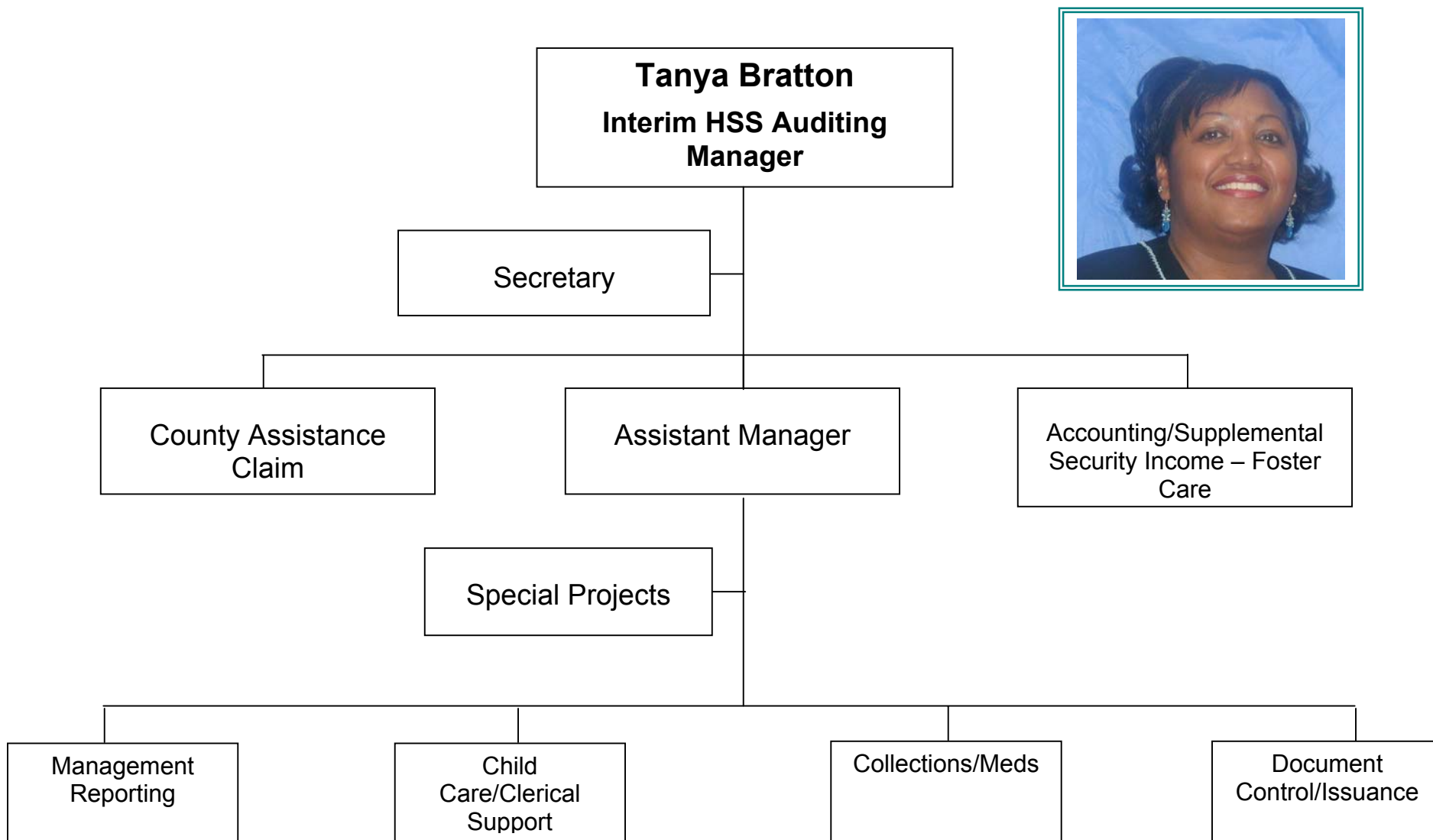
How Outcomes are Measured

Administrative Support measures outcomes of goals through customer evaluations, customer surveys and comment cards.

Staffing Information

Staffing for the Administrative Support Division consists of 76 employees.

Auditing Division



Auditing Division

The role of HSS Auditing is to provide accounting, auditing, collections and benefit payment services to County departments in the Human Services System. The division submits cost data to the state, which is the mechanism for the County to receive federal and state funds to administer social service and welfare programs to county residents. The division delivers benefit payments for transitional assistance, child care, general relief, and food stamp programs to residents by County warrant and direct deposit to bank accounts.

Accomplishments in 2004

The Auditing Division accomplished the following in 2004:

- Provided efficient, ethical, high quality services oriented to our customer needs.
- Met reporting and claiming requirements required for funding the costs of administering welfare programs, and assistance benefits paid to welfare program recipients and contractors who deliver those benefits.
- Converted the Welfare Database Legacy system into the new Consortium IV (C-IV) system on September 27, 2004.
- Staff attended C-IV training with a 100% pass rate.
- Sent CalWORKS 278 forms, used to generate warrants, to keypunch within 24 hours or less from the time of receipt.
- Helped with the design and implementation of three new computer programs for Auditing:
 - Department of Children's Services Voucher System
 - General Relief Case Management System
 - Manual Warrant Issuance System
- Reconciled 2,992 negative Un-reimbursed Assistance Pool records.
- Processed 2,568 manual warrants from September 21 to December 16, 2004, while the system was down for C-IV conversion, ensuring customers received their benefits.

Goals for 2005

The Auditing Division has established the following goals for 2005:

- Convert to Electronic Benefit Transfer Cash and Food Stamps with JP Morgan in April 2005.
- Enhance our knowledge and skills in C-IV to better serve our customers.
- Continue to work with C-IV to ensure proper accounting and improve internal controls.

How Outcomes are Measured

HSS Auditing measures and analyzes accomplishments and goals through the following means:

- Claiming and reporting are timely and meet federal and state regulatory requirements.
- Benefit payments are issued within required time requirements.
- Continuous improvement to business processes are made based on feedback from customers and best practice ideas generated by staff.

Division Functions

The Auditing Division performs a variety of fiscal operations and functions which support the County's administration of welfare programs and provides services to departments in the Human Services System as follows:

- Prepares assistance claims, which are required for funding and reporting of benefits provided to county residents.
- Delivers benefit payments via warrant and direct deposits to customer bank accounts.
- Collects overpayments from recipients whose benefits were overpaid.
- Performs fiscal monitoring required for receipt of federal funds and conducts audits requested by HSS management necessary for sound administration of grant funds.
- Coordinates activities related to audits by federal, state, and external audit firms and represents the interests of HSS departments at entrance and exit meetings.
- Serves as representative payee for Social Security benefits for HSS customers who are unable to manage their financial affairs.
- Prepares statistical data for mandated state and federal reporting.
- Provides safekeeping and inventory monitoring of negotiable items – bus passes, gas cards, electronic benefit card stock, warrant and check stock, and voucher forms.
- Reconciles welfare accounting data to accounting records of the County Auditor/Controller-Recorder and County Treasurer.

Staffing Information

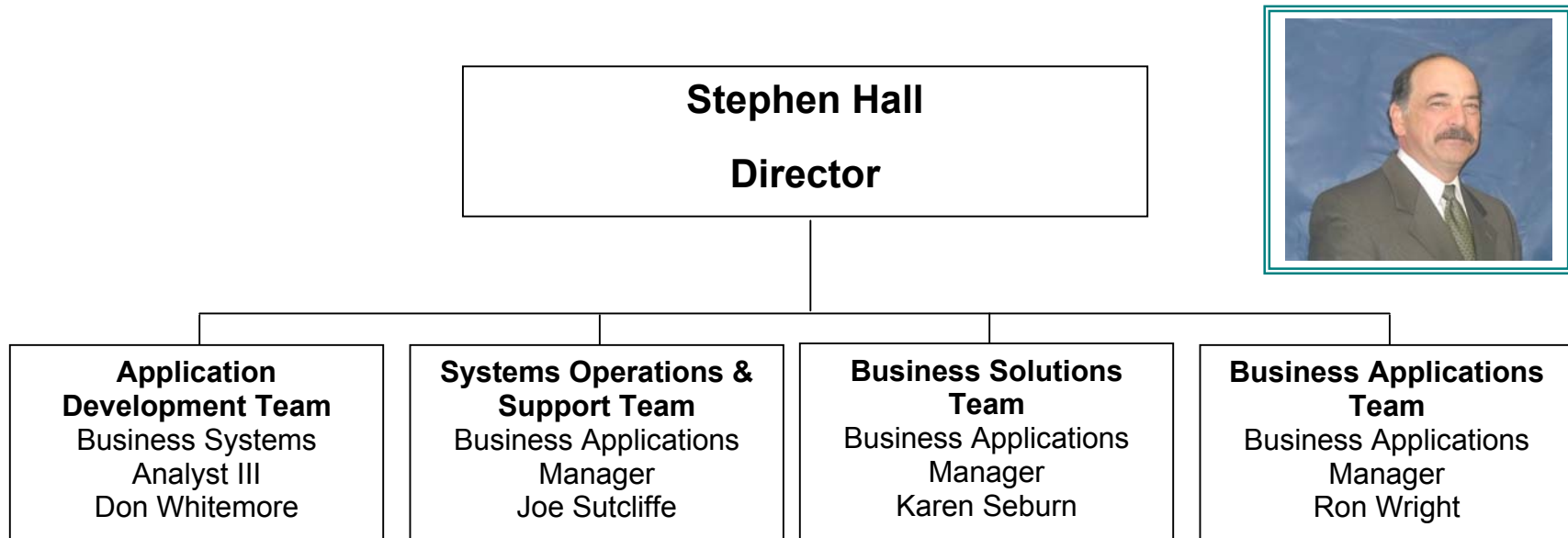
Staffing for HSS Auditing consisted of 78 employees until November of 2004, when the Accounting unit moved to the Administrative Support Division. Current staffing consists of 52 employees.

Statistical Information

The following numbers are approximate due to rounding:

Warrants Issued	908,000
CalWORKS/Child Care 278 forms processed	521,000

Information Technology & Support Division (ITSD)



Information Technology & Support Division (ITSD)

Our Mission

We provide business and technology solutions to HSS departments & divisions through business consulting, application development, and systems consulting & support services.

ITSD supports HSS departments and divisions by providing information technology services such as analysis of business processes, design and development of web pages and software applications, and technical support for hardware and software.

Accomplishments in 2004

ITSD accomplished the following in 2004:

- Implemented the C-IV project together with other County departments and agencies.
- Successfully implemented General Relief.
- Reorganized the ITSD Application Development Team (ADT), separating the developer/programmer staff from the business analysis staff to form a new unit, the Business Solutions Team (BST).
- Licensed the TenStep© Project Management Methodology to assist the Business Solutions Team (BST) in providing top quality project management services for our customers.
- Assumed responsibility for the technical staff and business analysis staff of the Department of Child Support Services.
- Implemented the new HSS Time Study for 4500 C-IV and HSS users.
- Increased network protection on HSS servers.
- Upgraded all Windows 2000 workstations in HSS.

Goals for 2005

ITSD has established the following goals for 2005:

- Successfully implement the EBT Conversion Project.
- Continue to monitor C-IV and provide technical support on system upgrades and enhancements.
- Continue to perform Level Two Help Desk Support to TAD and other users.
- Improve customer satisfaction by reducing the time from project initiation to implementation and improving communication during project management.
- Complete the TenStep© training for ITSD staff and fully implement the TenStep© methodology.

How Outcomes are Measured

ITSD measures outcomes through customer surveys and feedback from HSS divisions.

Program Information

Mid-year 2004, ITSD made an organizational change, separating the business analysis activities from the programming activities associated with application development. As a result, the **Application Development Team (ADT)** is now focused solely on programming, and a new unit, the **Business Solutions Team (BST)**, has taken on project management, business analysis, and systems requirement and design activities, which were formerly completed by the programming staff. This has increased project success and shortened project duration by allowing the programmers to concentrate on constructing the applications, and the business analysts to concentrate on customers and their needs.

Application Development Team (ADT):

ADT develops web pages and applications for the HSS intranet and County internet, develops PC-based client/server applications, and updates and maintains various handbooks.

Business Applications Team (BAT):

BAT is responsible for providing business analysis to HSS departments. A primary focus has been on developing systems and processes to augment the C-IV project.



Business Solutions Team (BST):

BST provides business process analysis and project management for the purpose of improving business systems in HSS departments.

Systems Operations & Support (SOS):

SOS provides technical support for HSS's hardware and software needs, including Help Desk assistance, desktop computers and printers, E-mail, and network connection needs. The inventory and fiscal unit handles quotes and vendor relations, maintains electronic equipment inventory, and provides warehousing of supplies and equipment.

Statistical Information

Application Development Team (ADT) and Business Solutions Team (BST):

ADT and BST completed the following projects in 2004:

- 23 projects completed by BST analysts and ISD programmers.
- 56 projects completed by BST analysts and ADT programmers.

As of December 31, 2004, ADT and BST are actively working on 123 projects.

- 7 projects managed by BST analysts and programmed by ISD programmers.
- 116 projects managed by BST analysts and programmed by ADT programmers.

Project Type	Number
Application Development	32
Business Consulting/Analysis	11
Online Publication	3
Production Support	50
Project Management	10
Software Evaluation	3
Web Development	14

Systems Operations & Support (SOS):

SOS provides support to about 6000 users in 145 HSS offices countywide. Within these offices the following equipment is supported:

Equipment	Number
Desktop Computer Systems	4159
C-IV Computer Systems	2300
Printers (Network and Personal)	1204
Laptops	288
Servers	143
Switches	136
UPS (Universal Power Supply)	251
Pocket PC's	127
Projectors	49
Digital Cameras	31
Scanners	35
C-IV Imaging Systems	39

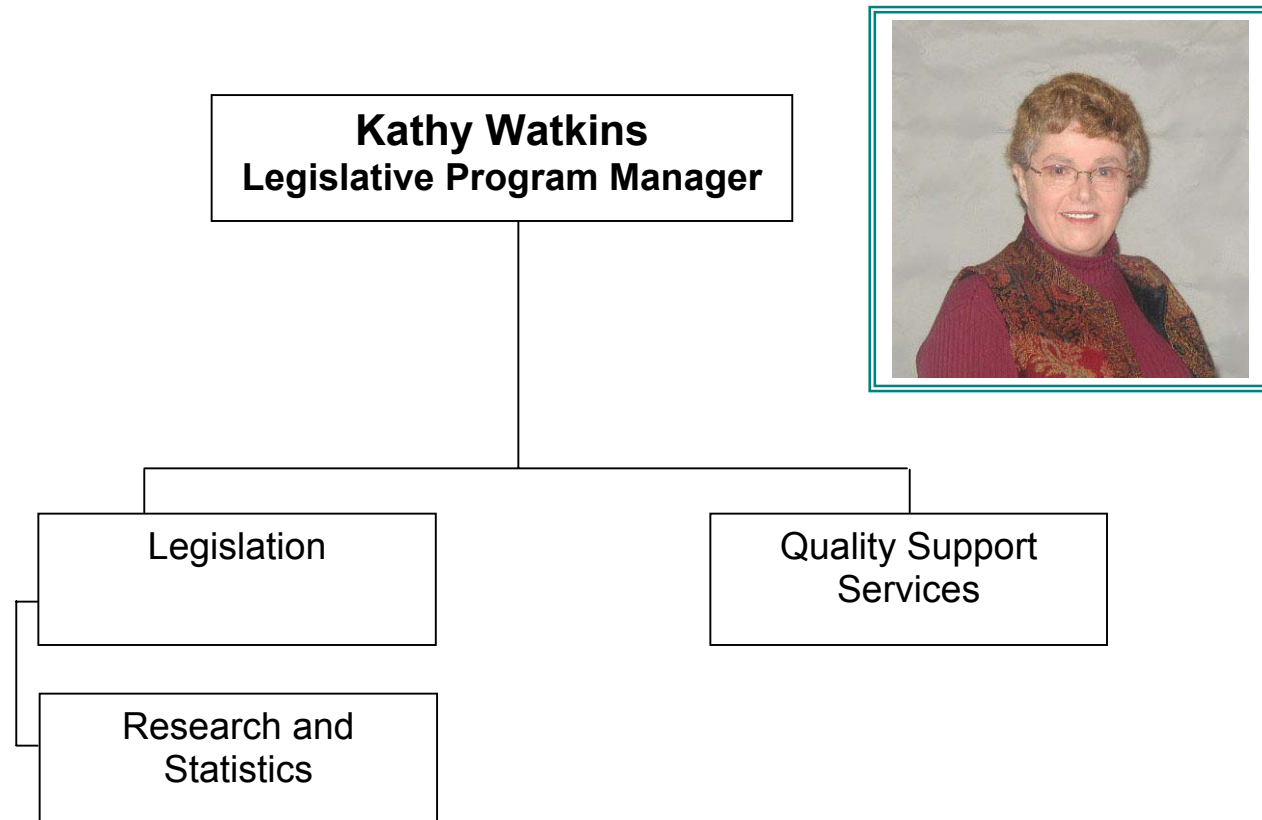
SOS handled the following service related items during the calendar year of 2004:

Service Provided	2004	2003	Percent Change
Calls to Helpdesk	13869	15187	-8.5%
On Site Service Calls	4757	5607	-15%
New Equipment Installed	1036	430	140%
Moved and/or Swapped Equipment	1447	2694	-46%
Software Installed	1213	3615	-66%
PC Equipment Upgraded	271	375	-27%
Servers Installed	24	23	4%
Servers Upgraded	0	24	-100%
Server OS Upgrades	23	50	-54%
Equipment Orders Placed	131	169	-22%
Assets Tagged	4100	3425	20%
Assets Salvaged	4500	583	671%
Site Inventories	105	108	-3%

Staffing Information

Staffing for ITSD consists of 80 employees.

Legislation, Research and Quality Support Services Unit



Legislation, Research and Quality Support Services Unit

Our Mission

The mission of the Legislation, Research and Quality Support Services Unit (LRQU) is to provide up-to-date information and analysis on important legislation that impacts HSS departments and the County, and to utilize surveys, administrative databases and case review to provide statistics and feedback on County and State programs in order to measure their success in improving programmatic outcomes.

Legislation, Research and Quality Support Services performs data analysis, program evaluations, outcome measure tracking, quality assurance and legislative advocacy for HSS departments.

Accomplishments in 2004

LRQU accomplished the following in 2004:

Legislative:

- Facilitated and supported passage of the County-sponsored legislation, AB 2149, the Group Home Quality of Care Bill.
- Continued pro-active advocacy via the legislative committees of the County Welfare Directors Association (CWDA), the County Health Executives Association of California (CHEAC), the County Mental Health Directors Association (CMHDA) and the County Alcohol and Drug Programs Administrators Association (CADPAAC) to ensure the member association's positions on pending legislation reflects the programmatic goals and needs of HSS departments.
- Entered into a memorandum of understanding with the Department of Public Health and the Department of Behavioral Health to provide legislative services to those non-HSS departments.

Research:

- Received responsibility for the majority of reporting concerning the Transitional Assistance Department as a result of the transition to new automated system (C-IV).
- Key involvement in design and outcome measurement for the redesign of the California Child Welfare System mandated by Assembly Bill 636.
- Developed maps and spatial analysis to facilitate better service to clientele and communities.
- Assisted the Transitional Assistance Department in tracking success at meeting state mandated performance standards concerning case processing.
- Key role in conversion and validation of data from legacy systems to new automated system (C-IV).

QSS:

- During 2004, QSS helped with the transition to C-IV by converting over 4500 foster care and adoption assistance cases into C-IV.
- Through the Federal Maximizer position, we have helped to improve the federal to non-federal ratio for Title IV-E funds, and also to clearly identify the non-related non-dependent Legal Guardian cases that can be excluded from the penetration rate.
- Through the Federal Maximizer position, assured that all SSI children not currently receiving a Foster Care payment because of their SSI payment are identified so that they can be included into the Title IV-E penetration rate.
- QSS has been involved with audits and surveys for more departments than ever before in our history. We provided audits or information for the Department of Children Services, the Juvenile Probation Department, PDD, TAD, PID, IHSS, Appeals, and the Legislation and Research unit.
- Kevin Darr, supervisor of the QSS unit was chosen as an auditor for the federal AFCARS review. Kevin's experience has provided the County of San Bernardino with valuable insights into the AFCARS reporting system.
- Researched and compiled a list of 275 children who were potentially eligible for IV-E funding because of the Rosales court decision. These were children residing with relative caregivers who were not entitled to receive any type of foster care payment but may have been receiving CalWORKs.
- Sandy Gonzalez served on a committee with PDD, court officers, and county counsel, that developed a template which would make it easier for the juvenile court judges to make the appropriate findings and orders to ensure Title IV-E funding.

Goals for 2005

Legislation, Research and Quality Support Services has established the following goals for 2005:

- Facilitate and support County-sponsored legislation to enable foster parents to administer emergency medication to foster children by injection.
- Continue, through research and the development of alternatives, to lobby the Legislature and the Administration, as they consider redesigning the Medi-Cal Program, that the unnecessarily complex Medi-Cal program can be simplified and streamlined to the benefit of both the state and the counties.
- Develop reporting capabilities to allow managers and administrators the ability to personally generate reports concerning their areas of interest.
- Improve service delivery and adherence to mandates by performing quality assurance activities involving investigation of case files coupled with review of data held in automated systems.
- Provide leadership to the state in the development and validation of the child well-being measures for Assembly Bill 636.
- Provide ad hoc reports from the CMIPS automated system to assist DAAS in the development of a rigorous and accountable quality assurance program in IHSS.
- Participate in the state workgroup responsible for the design of the CMIPS II system.

- Proactively research avenues to increase state and federal revenues for all departments within the Human Services System.
- Increase focus on measures of outcome rather than process.
- Develop QSS case reviews for Quality Assurance in the IHSS program.
- Monitor movement from federal foster care to state-only foster care to ensure proper funding, and maintain/increase federal penetration rate.
- Continue to provide case reviews and telephone survey services that meets/exceeds the needs of the various departments.
- Quickly and efficiently respond to the requests of the county departments, state, and federal agencies that QSS provides services too.
- Administer the case review of relative approval cases for the state-mandated Corrective Action Plan.
- Continue random reviews of federal foster care cases for both DCS and Probation in preparation for the 2006 Federal IV-E Review.
- Participate in data collection reads of licensing and relative approval cases for the development of a Risk Assessment tool for Out of Home Care Abuse/Neglect.

Program Information

Legislative Analysis Unit

Using an advanced bill tracking system called Capitol Track, the Legislative Analysis Unit is responsible for monitoring all state and federal legislation that would have an effect on the many departments under the umbrella of the Human Services System (HSS). Analysts track in excess of 1000 bills in the state legislature annually.

Information is gathered from appropriate staff and written analyses and recommendations are prepared for agency decision-makers to aid them in deciding whether to recommend supporting or opposing key legislation. In coordination with research analysts, the unit analyzes the fiscal impact of pending legislation on caseloads and administrative workload. The unit represents HSS on committees of the County Welfare Directors Association (CWDA) and the County Health Executives Association of California (CHEAC), the County Mental Health Association (CMHDA), and the County Alcohol and Drug Programs Administrators Association (CADPAAC), all of which take positions to support, oppose, or amend legislation.

The unit is also instrumental in developing and writing the County's state and federal legislative platform for all HSS departments, as well as the Department of Public Health and the Department of Behavioral Health.

Research and Statistics Unit

A critical function of the Research and Statistics Unit is to provide research services concerning all Human Services System (HSS) departments and programs. The unit provides services related to program evaluation, such as research design, creation of survey instruments, survey implementation, data evaluation, and final reports. Surveys are designed and administered to assist County departments and decision-makers in identifying and addressing the concerns of county residents.

Additionally, Research and Statistics conducts assessments of service populations and areas to determine whether a service population's needs are being met. The service population's needs are first identified and then matched to accessible and available service areas using Geographic Information Systems (GIS).

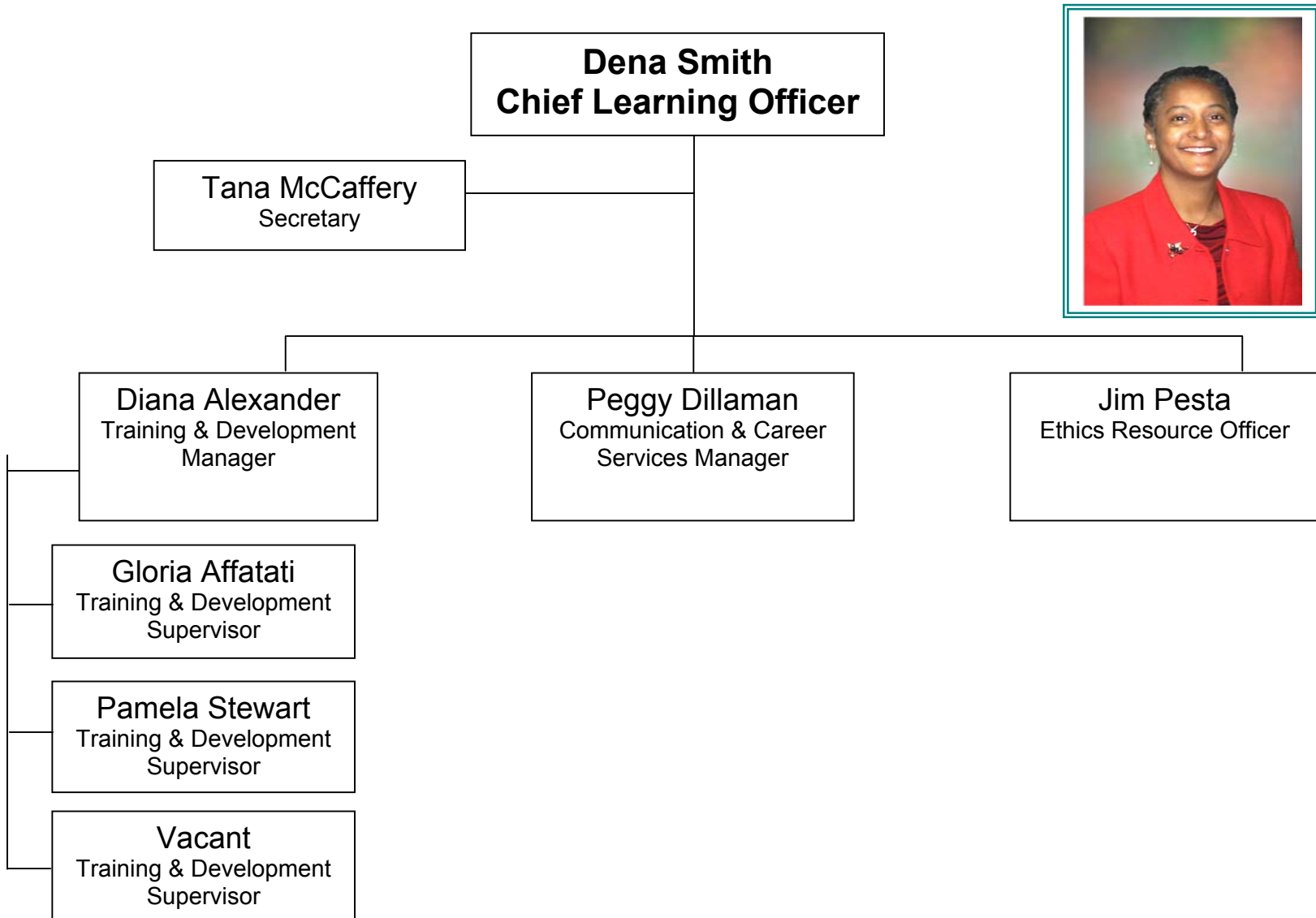
Research and Statistics creates specialized reports from administrative databases serving the Transitional Assistance Department (TAD), Department of Children's Services (DCS), and Department of Aging and Adult Services (DAAS). This allows departments to quickly answer questions concerning caseload demographics and movement as well as program performance. It also provides the ability to perform fiscal estimates concerning effects of statewide legislative or programmatic changes, as is often requested by the California Welfare Director's Association, California Department of Social Services, and various other state-level entities.

Quality Support Services Unit

Responsibilities of the Quality Support Services Unit include:

- Assists in maximizing funding for the Department of Children's Services by increasing federal Title IV-E revenue for administrative costs for Children's Services and the Juvenile Probation Department, and for the TAD Foster Care maintenance payments.
- Tracks and determines eligibility for foster care for children receiving SSI, to help increase the County's Title IV-E penetration rate.
- Identifies and tracks all non-federal foster children residing with a non-related legal guardian to ensure they are properly counted and identified in the welfare database.
- Audits Foster Care cases for Title IV-E compliance and eligibility.
- Conducts audit/case reviews in the following areas:
 - Foster Care for Department of Children's Services and Probation Department
 - Adult Protective Services
 - Health Education
 - Placements
 - Concurrent Planning
 - Title IV-E
 - Relative Assessment Safety Standards
 - Cash Assistance Programs

Performance, Education & Resource Centers (PERC)



Performance, Education & Resource Centers

Our Mission

Acting with the utmost integrity and professionalism, the Performance, Education & Resource Centers further professional development, promote rich educational opportunities, and create excellence in and among individuals and organizations. We accomplish this by using the most current resources in providing quality, comprehensive training, organizational consulting, facilitation and career development services.

Performance, Education & Resource Centers (PERC) delivers workplace programs and services that help groups and individuals identify and achieve personal, professional and operational goals. Skilled professionals develop, coordinate and deliver more than 400 training classes annually, covering a variety of critical workplace skill and behavioral topics. Additionally, PERC provides consultation and behavioral intervention services, including assistance with strategic planning, meeting facilitation, team building, work process mapping and performance measures.

Accomplishments in 2004

Performance, Education & Resource Centers accomplished the following in 2004:

- Awarded National Association of Counties (NACo) award for design and implementation of the Employment Resources & Options Program. This program provided a strategy for communication and access to resources for employees facing downsizing. It also provided support and information for supervisors and managers of downsized employees.
- Developed, designed and implemented an online needs assessment tool.
- Participation in California Welfare Directors Association (CWDA) Public Awareness & Education (PAE) and Human Resources (HR) subcommittees.
- Participated on CWDA HR working committee responsible for development and presentation of a conference on workforce and succession planning.
- Developed and implemented a change management program to support the implementation of Quarterly Reporting in the Transitional Assistance Department.
- Restructured Transitional Assistance Department orientation and induction curriculum into modules, increasing its effectiveness for use in cross-training.
- Provided local and statewide support for the training and implementation of the C-IV system in San Bernardino County.
- Implemented systems for internet-based training programs.

- Developed advanced training (Communication Quagmires and Documentation Disasters workshop) for Children's Services supervisors to increase their communication and performance feedback skills.
- Assisted the California Department of Social Services and CalSWEC (California Social Work Education Center) in the development of the statewide supervisory New Initiatives Training curriculum as mandated by AB636.
- Expanded the HSS Community Relations intranet website to include "Upcoming Events" and "Employee of the Month."
- Updated Human Services lending and resource library.
- Produced first HSS Annual Report in hard copy, on CD and on the County's internet and intranet websites.
- Facilitated and supported the Department of Aging & Adult Services' process review and improvement initiative.
- Provided media and communications support for the Department of Aging & Adult Services' Senior Day.
- Launched four new supervisor and manager training programs.
- Implemented a strategy to increase communication and awareness of the County's Ethics Program through use of the County's intranet website.
- Redesigned the training and tracking systems for the filing of the County's Statement of Economic Interest Forms (Form 700). Achieved >95% compliance rate.
- Conducted ethical climate survey.
- Acted as Health Insurance Portability & Accountability Act (HIPAA) Complaint Office, providing support and assistance to staff and members of the public who had questions about privacy rights.
- Restructured New Employee Orientation to include presentations by the Chief Learning Officer, Board of Supervisors and County Administrative Officer. Processed more than 1,000 new employees.
- Administered \$229,000 in tuition reimbursement funds for five (5) bargaining units including more than 1,300 requests for reimbursement.
- Developed a cross-reference system which links instructional learning objectives of our classes to specific portions of the County's Personnel Rules and/or Collective Bargaining Agreements. This system was designed to help supervisors and managers more easily identify those classes that best support their specific needs.
- Worked with Human Resources to provide departments with turnover and retirement eligibility reports as a succession planning and information resource.

Goals for 2005

Performance, Education & Resource Centers has established the following goals for 2005:

- Restructure PERC website to provide more information and increase online access to programs and services.
- Implement an online learning management system.
- Expand e-learning offerings.
- Monitor and evaluate workplace training needs for Transitional Assistance staff in the new post-C-IV work environment.

- Assist with implementation and tracking of mandatory non-discrimination training for supervisors and managers.
- Design an employee development plan for Transitional Assistance Department staff.
- Work with the County Administrative Office to design and implement a comprehensive customer service program including performance expectations, work performance standards, and a system for rewards and recognition of outstanding service.
- Update and produce HSS Pocket Guide, a brief description of services provided by HSS departments.
- Increase visibility of the PERC Library, an internal resource of educational books and tapes, by producing a marketing brochure describing services.
- Increase PERC Library services to include books on tape/CD.
- Conduct a customer satisfaction readership survey for the HSS Connection newsletter.
- Increase career assessment/development and leadership development programs as a strategy for succession planning.
- Expand the use of mentoring and job shadow programs.
- Conduct bi-annual organizational culture and internal service surveys.
- Develop, coordinate and implement an annual training plan in collaboration with Department of Children's Services.
- Redesign Children's Services Orientation & Induction program to provide a better design flow with new standardized statewide core curriculum for new social workers.
- Work with the Department of Aging & Adult Services to design comprehensive training and development systems for their staff.
- Collaborate with Department of Child Support Services to develop and implement a comprehensive and effective training plan.

How Outcomes are Measured

Performance, Education & Resource Centers measures outcomes by the following methods:

Training	Ethics	Career Development	Communications	Organizational Development
Student evaluations	Ratings on organizational assessment	Cost per program/ service	Number of publications	Ratings on organizational assessment
Transfer of learning (post training assessments)	Compliance rate for filings of Form 700 (<i>Statement of Economic Interest</i>)	Cost per participant	Readership	Revenue generated
Number of on-line classes offered	Number of contacts, inquiries, and training sessions	Program participation and un-met demand (wait lists)	Customer satisfaction with communication services	Customer satisfaction indicators
Revenue generated	Number of visitors to Ethics Resource Office intranet site		Public inquiries received by HSS/Community Relations Office	
Turnaround time for Education Assistance Proposal processing			Number of visitors to HSS/Community Relations Office website	

Program Information

Training and Development

PERC was formed in July of 1999 through the merger of the Human Resources and Social Services training units. PERC provides initial and ongoing job skills training to eligibility and social workers supporting various human service programs. In addition to providing program, computer and soft-skills training to Human Service departments and employees, PERC offers a broad spectrum of high-quality, reasonably priced training and development services to other County departments and employees, as well as public and private sector organizations throughout the Inland Empire.

PERC offers training programs in the following areas:



- Computer applications
- Supervision, management and leadership
- Ethics in public service
- Customer service
- Written and verbal communication
- Personal and career development

Career Development

PERC is continuously building a variety of career development services to support organizational efforts to attract, develop and retain a well-trained staff. Our career development services also assist individual employees to develop and accomplish their personal and professional development goals. PERC staff is available to assist employees and departments with:

- Career, communication and interest assessments
- Individual development planning
- Up-to-date professional development tools and strategies for goal setting, interviewing, resume writing
- Guidance on mentoring relationships

Organizational Development

Organizational development is the process of improving organizations. PERC's professional consultants help departments collect data, define issues and develop strategies to improve their operational effectiveness and efficiency. Intervention strategies include surveys, needs assessments, focus groups, strategic planning, team building and other group facilitation processes. Experienced in a variety of group processes, PERC's consultants collaborate with work teams/units, departments and organizations to encourage staff focus, participation and motivation.



Ethics Resource Office

The Ethics Resource Office was established in June 2002 as part of the County's ongoing commitment to ethics in public service. The purpose of the Ethics Resource Office is to:

- Communicate the laws, rules, regulations and codes of conduct and ethics governing County operations.
- Ensure that all County employees are aware of our expectations for the ethical conduct of business and public service.
- Assist staff to interpret and apply the codes of conduct and ethics.
- Provide advice on ethical issues and dilemmas.
- Consult and recommend policies, procedures, practices, and codes that support or improve the County's ethical climate.
- Oversee and ensure the timely processing of Statements of Economic Interest (Form 700).
- Act as HIPAA complaint office.

Communication Services



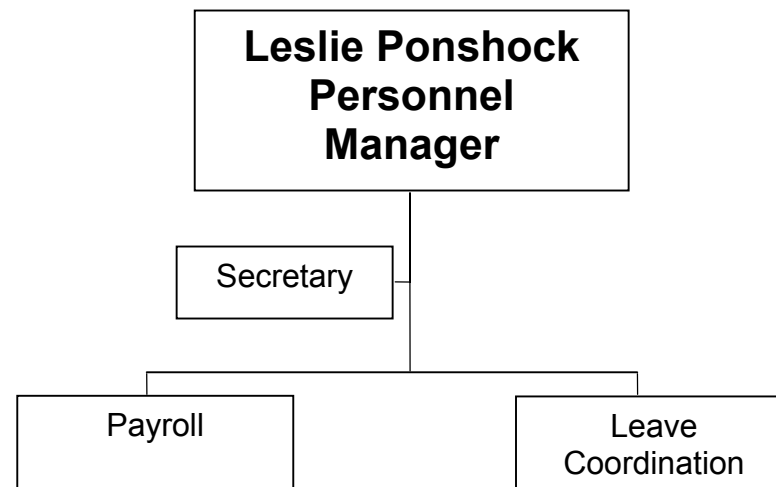
The Community Relations Office provides a wide range of communication services including public information, marketing and special event assistance for all human service departments. This office maintains the Human Services System Community Relations website and responds to general inquiries from the public and other agencies. The Communications Officer acts as a liaison to the County's Public Information Office and, through participation on the

California Welfare Directors' Association Public Awareness and Education (CWDA PAE) committee, is a point of contact and collaboration with other counties throughout the state. This office also maintains internal communication among the human service departments through the quarterly publication of the *HSS Connection*. Because of the nature of the Community Relations Office responsibilities, it acts as a link between the County, HSS and the various publics.

Staffing Information

Staffing for the Performance, Education & Resource Centers consists of 35 employees.

Personnel Division



Personnel Division

Our Mission

Our mission at HSS Personnel is to provide quality customer service, ensuring HSS employees receive their pay and benefits in a prompt and accurate manner.

Personnel is responsible for the payroll and personnel activities for approximately 4550 employees in DAAS, DCS, TAD, PSD, Management Services, ITSD, and PERC.

Accomplishments in 2004

The Personnel Division accomplished the following in 2004:

- Redesigned workflow processes within the division, which allowed a net reduction of 6 positions, without a reduction in service to departments and employees. This resulted in budget savings of approximately \$200,000 per fiscal year.
- Established Mission, Vision, and Values statements.
- Created an integrated volunteer services program for the Human Services System. This program will make the public aware of the departments' need for volunteer services, attract and maintain a pool of qualified candidates, and enable departments to utilize volunteers to perform seasonal or temporary functions and meet grant requirements to help ease the demands on the budget during a fiscally uncertain time.
- Began programming of a Personnel Transactions database that will allow the one-time entry of data and the completion of multiple forms, logs, and tracking tools. This eliminates manually completing individual forms and logs, streamlines the processing of employment transactions, and reduces errors.

Goals for 2005

The Personnel Division has established the following goals for 2005:

- Further enhance and strengthen the Volunteer Services program.
- Continue to improve our work processes.
- Complete programming and implementation of the Personnel Transactions database.
- Continue to provide quality customer services to our employees.

How Outcomes are Measured

Outcomes are measured on a biweekly basis as employees are hired, Time and Labor Reports (TLRs) are processed, and pay warrants are issued.

Program Information

Payroll is responsible for obtaining certification lists; completing all required pre-employment paperwork for newly hired, promoted, or transferred employees; arranging pre-employment physicals and live-scan fingerprinting; maintaining files of all interview materials; processing all Time and Labor Reports, disability and extended leave paperwork, payroll corrections, step advancements, work performance evaluations; all front desk reception/customer services, photo identification cards; and mail distribution.

Modified Duty – A Staff Analyst I is physically located in the Employee Health and Productivity unit of the Human Resources Department. This analyst arranges temporary modified duty assignments for HSS employees who have been ill or injured, enabling them to return to work before they have attained a 100% recovery. On a regular basis, the analyst contacts HSS employees who are unable to work and acts as a liaison between Human Resources and/or Risk Management to assist the employee in problem resolution.

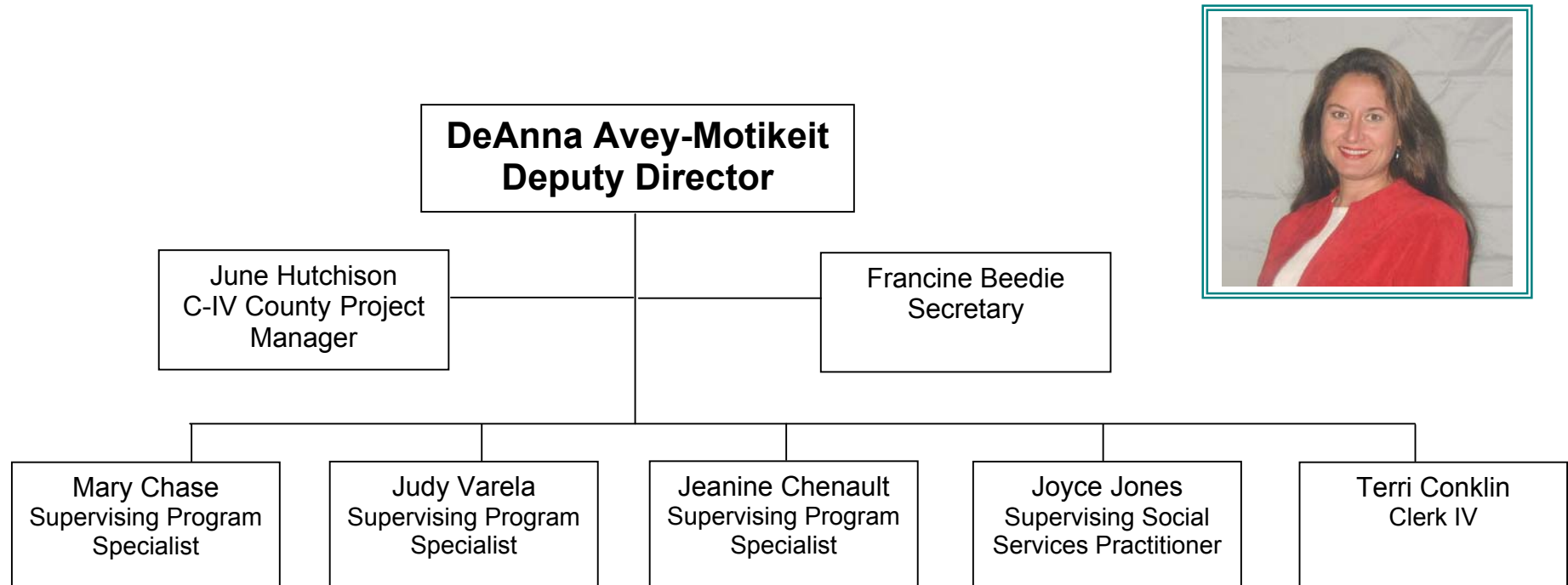
Statistical Information

HSS Personnel provides payroll and personnel services to 4550 employees within the Human Services System.

Staffing Information

Staffing in HSS Personnel consists of 18 full-time employees.

Program Development Division



Program Development Division

Guiding Principles

Program Development subscribes to the Mission of HSS and we operate within the following four guiding principles, as developed in our ongoing strategic and organization development planning.

- To ensure customer satisfaction and outcomes are priorities in all strategic planning, resource development and services.
- To ensure services are accessible, effective and delivered in a timely manner by anticipating and meeting our customers' needs while exceeding their expectations.
- To build strong partnerships with our customers through communication, collaboration and education.
- To promote creativity, recognition of diligent work and high morale, understanding that human resources are our greatest asset.

The HSS Program Development Division (PDD) provides support to the Transitional Assistance Department, Department of Children's Services, Department of Aging & Adult Services, Probation Department, Public Authority and, as requested, the agency's Administration office. The supportive services provided by PDD include policy analysis; issuance of papers and recommendations; program development, instructions and implementation plans; as well as development of training tutorials. We create, revise and/or maintain all forms; develop, distribute and maintain (electronically and hard copy) all program Handbook Letters, Interim Instruction Notices, alerts and updates, and reminders. PDD also indexes the handbook material to support newly developed online search capabilities. Finally, PDD developed and maintains a management State Letter database of ACLs, ACINs and ACWDLs.

Accomplishments in 2004

Program Development Division accomplished the following in 2004:

Organizational Development:

- Completed PDD website for production.
- Developed, published and implemented PDD business plan, internal policies and procedures.
- Conducted quarterly all-staff meetings.
- Conducted all-staff training day, addressing "Mastering Stress for Optimum Performance."
- Garnered two volunteer resources.
- Created 403 publications, including:
 - Interim Instruction Notices
 - Policy Handbook Letters

- New or revised forms
- *Do You Know* flyers

Support to Transitional Assistance Department (TAD):

- Answered 1073 KD (Knowledge Database) questions.
- Developed and published procedures for Quarterly Reporting for both the CalWORKs and Food Stamps programs within the Transitional Assistance Department (TAD).
- Developed and published procedures for semi-annual reporting for the Medi-Cal program within TAD.
- Completely revised and published the Cal WORKs, Food Stamps, and MediCal policy handbooks to document programmatic and procedural changes related to the changes in the regulatory reporting requirements.
- Worked collaboratively with TAD Foster Care and DCS Foster Care to completely revise the Foster Care Handbook and add search functionality.
- Played a pivotal role in both the preparation and implementation of the C-IV case management and benefit issuance system within TAD. As part of the preparation, seven policy handbooks were completely revised to document changes as a result of the new system.
- Developed an online searchable user guide for staff working in the new C-IV case management system. This handbook has served as a model for other counties' handbooks.
- As part of the C-IV implementation support for TAD, PDD participated in staffing the CA Unicenter help desk, and initially assisted in and now maintains responsibility for the development of the daily announcements to all staff.
- Published the Conversion Interim Application instructions.
- Developed and published policies and procedures for implementation of the Transitional Food Stamps (TFS) program.
- Populated the statewide Q+As for TFS into the Knowledge Database (KD) tool.
- Developed and published two new handbooks for TAD: SSI Advocacy Handbook and Program Integrity Division/Case Review Handbook.
- Developed and published the General Relief Policy Handbook.
- Published an online version of the policy handbook for Cash Assistance Program for Immigrants.
- Participated in four state Medi-Cal audits.
- Developed modified instructions for the implementation of an HSS-wide new time study.

Support to the Department of Aging & Adult Services (DAAS):

- Developed and published two new handbooks for DAAS: Public Authority Advisory Committee Handbook and the Senior Affairs Commission Handbook.
- Published the online Adult Protective Services handbook, which has search functionality.
- Completed APS/Law Enforcement Memorandum of Understanding.
- Proposed and received acceptance of IHSS legislative platform for implementation in 2005, saving County program dollars.
- Implemented modified data system for IHSS Medi-Cal cases.

Support to the Department of Children's Services (DCS):

- Developed and published the Department of Children's Services Clerical Handbook.
- Developed and published Foster Parent Handbook.
- Revised and published Vol. IV of the Children's Services Handbook.
- Completed meta data on Vol. I, II and IV of the Children's Services Handbooks.
- Automated time study instructions.
- Completed Psychotropic Meds Consent Order.
- Completed Juvenile Court Findings and Orders.
- Participated with HSS/Administrative Research and Development (ARD) in developing instructions for pilot programs.
- Completed and automated the DCS Noticing Desk Guide.
- Developed, in partnership with the schools and ARD, guidelines for school access.
- Participated on Family Preservation Council.
- Assembled the Relative Care Provider Training Manual in collaboration with Work Experience Program.
- Participated in Berkeley study regarding Concurrent Planning.
- Republished all Children's Services and adoption forms (total of 550+ forms).

Goals for 2005

The Program Development Division has established the following goals for 2005:

Administrative:

- Rewrite/refurbish handbooks to new publishing software (robohelp).
- Identify/address staff development needs.
- Continue to assess customer satisfaction.
- Enhance tools and resources for internal and external PDD website users.

Medi-CAL:

- Provide County representation for Medi-CAL Reform, state-level development.
 - Assess impacts and provide data to management.
- Develop/implement quality control and corrective action process.
- Coordinate state quality control guidelines for local use.
- Begin tracking/reporting Medi-CAL quality control data to local managers.

In-Home Supportive Services (IHSS):

- Implement quality assurance for IHSS as per SB 1104 Budget Trailer Bill.
- Perform state-level quality assurance and program integrity functions.
- Provide County representation for Medi-CAL Reform.
 - Assess impacts and provide data to management.

Adult Protective Services (APS):

- Develop Hospital Discharge Protocol.
- Develop Elder Death Protocol.
- Develop and implement Forms Project Plan (IHSS and APS).
- Update APS Reporting System (SOC 242).
- Develop APS and Public Guardian Protocols.
- Develop Department of Behavioral Health (DBH)/DAAS Coordination Protocols.

DAAS Miscellaneous:

- Coordinate with DAAS on development of their clerical handbook.

Probation 1913:

- Complete annual report to Department of Justice; review RFPs; conduct contract monitoring/reporting to customer department.

Children's Services (DCS):

- Automate TAB THRU forms to allow online completion.
- Continue leadership position in participation and recommendation of policy and implementation protocols for County's Child Welfare Self Improvement Plan (SIP).
- Complete court report and document writing guides and handbook chapters.
 - Lead in creation of policy and implementation of new court orientation process for clients of Juvenile Court.
 - Develop new handbook describing all DCS pilot programs and available best practice social work interventions and resources.
 - Provide analysis of newly chaptered Child Welfare laws effective 2005 and provide needed policy and implementation recommendations.
 - Reorganize and re-publish the Foster Care Handbook.

CalWORKs and Food Stamps:

- Implement cash EBT (Electronic Benefits Transfer).
- Review C-IV release notes, System Change Requests and system Investigation Reports for program compliance and update policy handbooks and user guide.
- Participate in state Quarterly Reporting workgroup and other state and county workgroups.
- Implement Frye v Saenz Court Order.
- Implement Domestic Partner regulations.
- Implement Family Reunification (AB 429).

Employment Services Program:

- Review hierarchy of Welfare-to-Work sanctions, Intentional Program Violations and other CalWORKs penalties with California Department of Social Services.

Foster Care:

- Implement Annual E-evaluations.

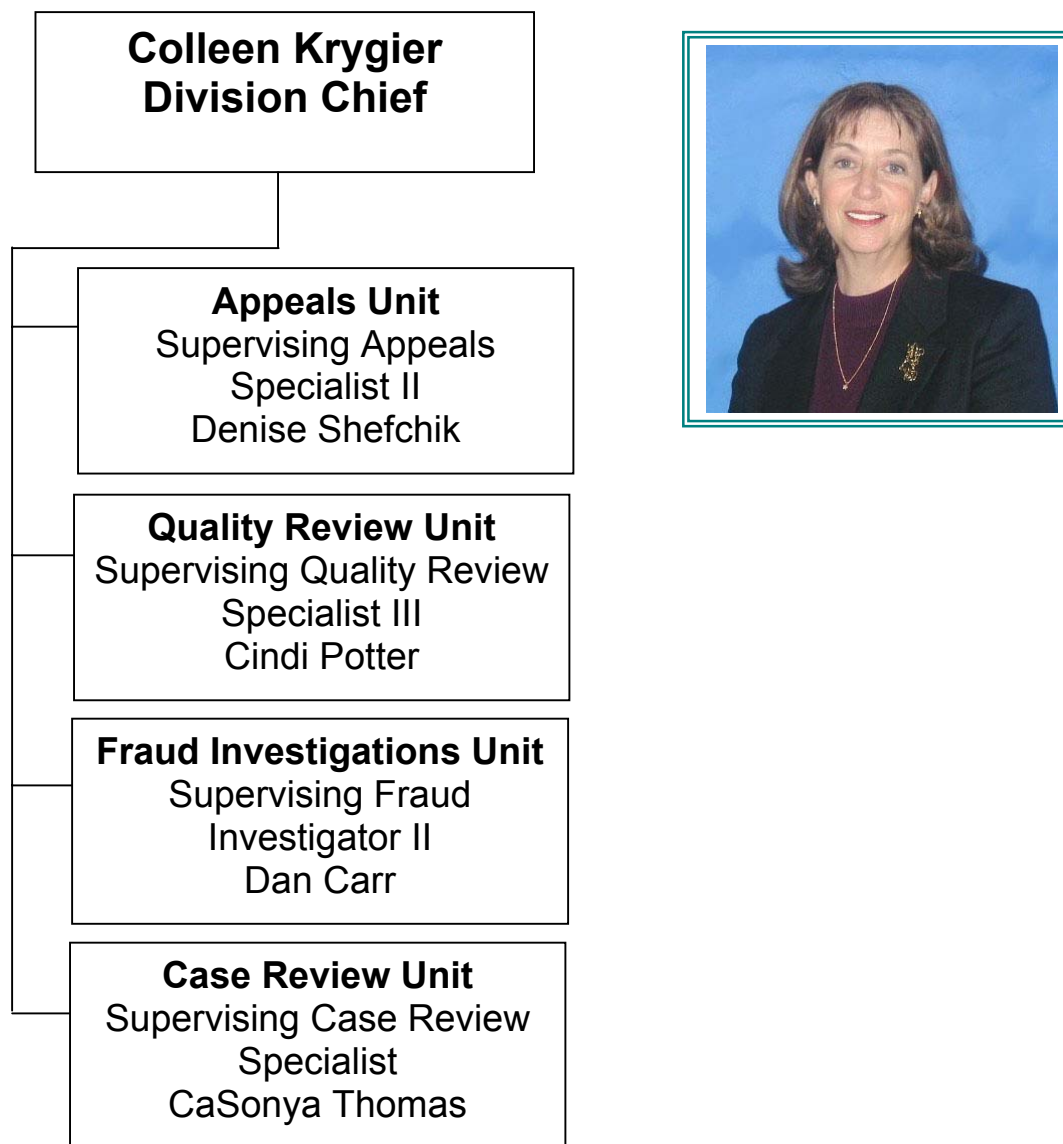
How Outcomes are Measured

The Program Development Division measures outcomes by setting and tracking completion deadlines and through customer feedback.

Program Information

There are four units within the Program Development Division. Two of the units support all the Transitional Assistance Department programs, Department of Aging & Adult Services, Public Authority and Probation. The third unit supports the Department of Children's Services and the remaining unit is the clerical unit, which manages all electronic information developed, published and archived for the departments that Program Development supports.

Program Integrity Division



Program Integrity Division

Our Mission

The division is devoted to providing quality service to the HSS departments it serves, and is committed to ensuring that welfare programs are administered fairly, equally, and without system abuse.

Program Integrity provides supportive services to the three social service departments: TAD, DCS, and DAAS. These include specialized functions, which are mandated by the state to be apart from benefit processing, ongoing tasks which require special training, as well as special projects and assistance for unusual situations.

The Program Integrity Division is comprised of four different units with unique functions that support HSS departments:

- Case Review Unit
- Quality Review Unit
- Appeals Unit
- Fraud Investigation Unit

Accomplishments in 2004

Program Integrity accomplished the following in 2004:

Division-wide:

- Developed the division's vision of providing quality support services.
- Developed an employee recognition program that formalized methods to recognize outstanding work of employees in the division. Held the first PID Employee Appreciation Day.
- Improved division communication by holding division-wide forums for information sharing.
- Implemented the use of C-IV, the new TAD case management system, in three of the division units.

Case Review Unit:

- Completed special studies of departmental policies.
- In conjunction with County Counsel, completed a special investigation at the request of the Assistant Administrative Officer for HSS.
- Completed 109 case reviews. The average time for completion of reviews was 98 days.
- Provided vital information for Risk Management use in on-going litigation.
- Created and implemented multiple automation tools used for increased efficiency and assistance with gathering of statistical data.

Quality Review Unit:

- Partnered with TAD to achieve the highest Food Stamp Program payment accuracy rate in California for federal fiscal year 2002/03.
- Assisted the agency in preparing for conversion to C-IV automation by completing identified projects such as data conversion, case reviews etc.
- Completed 5,826 Early Fraud Detection Home Calls. There were 3,109 (or 51%) cases where information found differed from what the customer had originally provided.
- Calculated 5,322 CalWORKs payment overages and initiated collection.
- Completed 31,605 CalWORKs time limit case reviews.

Appeals Unit:

- Received and processed 5,479 requests for hearings.
 - 67% of all requests were resolved without the need for a hearing.
 - Of the hearing decisions received by Administrative Law Judges, 63.5% were decided in favor of the County action.
- Restructured and redistributed the Complaints Officer duties to improve efficiency.
- Improved communication with employees of the departments served.
- Implemented the new TAD C-IV system while maintaining all work processes to meet requirements of the State of California, employees, and claimants.
- Provided specialized case documentation training to staff members assigned to DAAS.

Fraud Investigations Unit:

- Completed a strategic planning session attended by all Fraud investigation Unit staff to set out goals and priorities for 2004 – 2005.
- Formalized an internal security program.
- Developed recommendations for training curriculum for new investigators.
- All Fraud staff members were trained in C-IV, which was implemented with no lapse in service to HSS.
- Proposed a working relationship with the Department of Child Support Services to have investigators assist in locating absent parents and serving warrants.
- Completed 7,870 investigations of welfare fraud in 2004, of which 38% fraud or discrepant information was identified.
- The District Attorney issued 221 criminal welfare fraud complaints, which included over \$889,000 in fraudulently received benefit dollars.
- The District Attorney obtained 148 convictions for welfare fraud and related crimes based on over \$516,000 fraudulently received benefit dollars.

Goals for 2005

Program Integrity has established the following goals for 2005:

Division-wide:

- Upgrade the PID website to include listing of specific accomplishments, training and informational material, and to recognize outstanding employees.
- Successfully implement the PID Employee Recognition Program and expand the recognition system to include certificates in addition to other established awards.
- Develop and distribute specific outcome reports of division activities to the departments served.

Case Review Unit:

- Hold quarterly discussions with department heads and stakeholders to review critical incident trend analysis.
- Successfully transition to the new critical incident management system.

Quality Review Unit:

- Complete the overpayment and over-issuance backlog.
- Successfully transition the “Timed-out” project from TAD to Quality Review Unit (QRU).
- With TAD, create and implement Medi-Cal error reduction policies and practices, and create and implement a Quality Assurance plan.
- Continue improving communication with all line staff we serve.

Appeals Unit:

- Work with the C-IV project to improve the system's effectiveness and efficiency related to hearings.
- Complete revisions and updates to the Appeals Resource Manual.
- Increase the success rate in hearing outcomes.

Fraud Investigations Unit:

- Implement the recommendations of the Training Committee for new investigators.
- Complete and implement a new Policy and Procedure Manual for the Fraud Investigations Unit.
- Implement a pilot program to assist the Department of Child Support Services in serving outstanding warrants.
- Protect the taxpayers' investment through innovative prevention and investigative techniques.
- Continue to investigate all complaints in a timely and accurate fashion to prevent a backlog of investigation requests, and provide precise information to determine eligibility.
- Implement the Internal Security Task Force.

How Outcomes are Measured

PID measures and analyzes accomplishments and goals through the following means:

- Analysis of data, tracking specific program outcomes
- Surveys of staff members
- Tests of effectiveness of improvements to programs, policies, and processes

Program Information

Fraud Investigation Unit is required to prevent, identify, investigate, and prepare for prosecution cases involving abuse of the welfare system.

Appeals Unit represents the County in administrative hearings in which public assistance case decisions are disputed by the clients; initiates requests for administrative disqualification hearings; investigates recipient civil rights complaints; receives and resolves or refers elsewhere for resolution, complaints about how cases are handled by workers, and tips on welfare fraud.

Quality Review Unit is responsible for the review and reconciliation of reports, cash aid overpayment calculations and collection; Food Stamp Quality Control case reviews; CalWORKs time limit calculations; and other specialized welfare functions for TAD.

Case Review Unit conducts specialized case reviews, at the direction of County Counsel.

Staffing Information

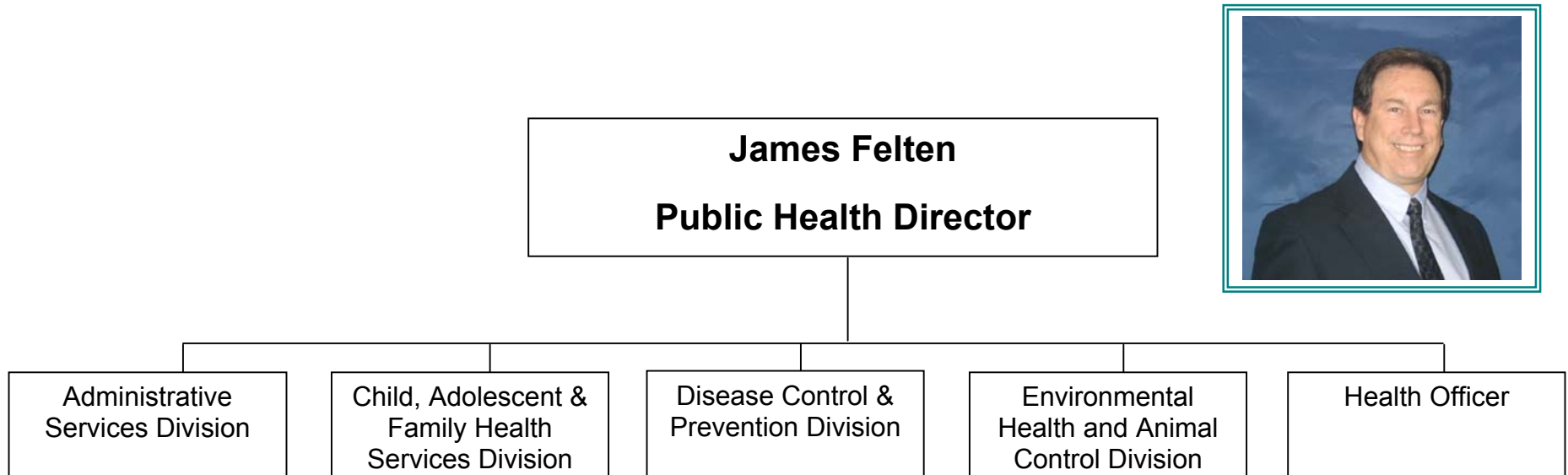
PID consists of 160 employees in a variety of classifications, depending on the unit, including Fraud Investigators, Appeals Specialists, Quality Review Specialists, Case Review Specialists, and their related supervisors, managers, and clerks.



Collaborative Partners



Public Health



Public Health

Our Mission

To promote and improve the health, safety, well being, and quality of life of San Bernardino County residents and visitors.

The Department of Public Health seeks to accomplish its mission by working with partners countywide to monitor health, detect and investigate health problems, develop and advocate sound public health policies, implement prevention strategies, promote healthy behaviors, foster safe and healthful environments, and provide leadership and training. By charting decisive courses of action, collecting the right information, and working closely with other health and community organizations, the Department of Public Health has been making San Bernardino County a safer and healthier place to live since 1931.

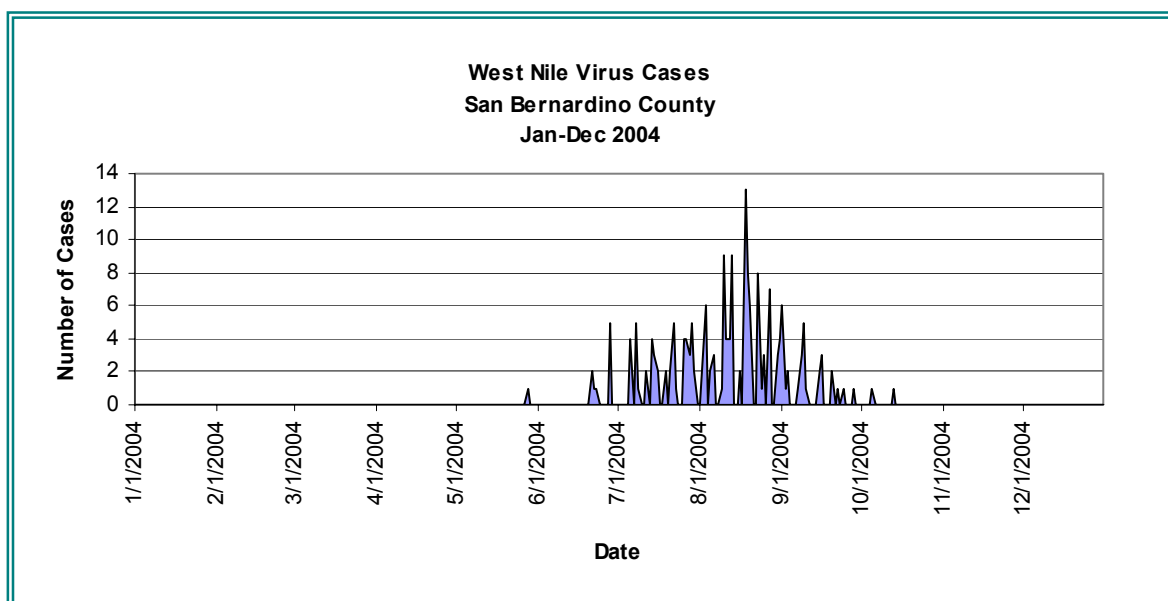
Generally, public health services are designed to:

- Monitor health status to identify community health problems.
- Diagnose and investigate health problems and health hazards in the community.
- Inform, educate, and empower people about health issues.
- Mobilize community partnerships to identify and solve health problems.
- Develop policies and plans that support individual and community health efforts.
- Enforce laws and regulations that protect health and ensure safety.
- Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
- Seek new insights and innovative solutions to health problems.

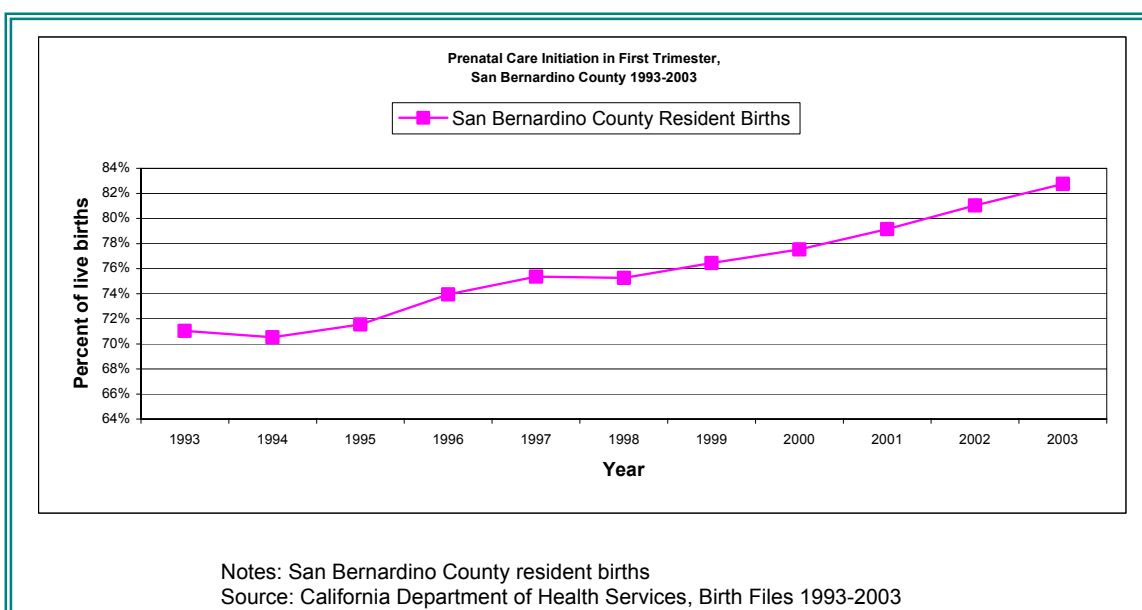
Accomplishments in 2004

- One significant accomplishment in 2004 was the management of West Nile Virus (WNV) when it arrived in late Spring. Rapid response including enhanced bird and mosquito testing, public education, surveillance and eliminating larval and adult mosquitoes in areas of concentration were key to the control of WNV spread. Disease Control staff worked with medical providers to test, diagnose and report residents with WNV symptoms. Disseminating information via multiple media outlets was helpful to inform the public about prevention measures. Because of these efforts, San Bernardino County's rate of reported infection was only 10% of other locales' rates in previous years. During the Fall and Winter months of 2004-05, the Department continued to refine its response for the coming 2005 season in case WNV returns to a significant degree. In addition, the Department's web site offers an expanded Vector Control section with the addition of comprehensive West Nile Virus information. Public viewing of the Department's web site increased during the summer months

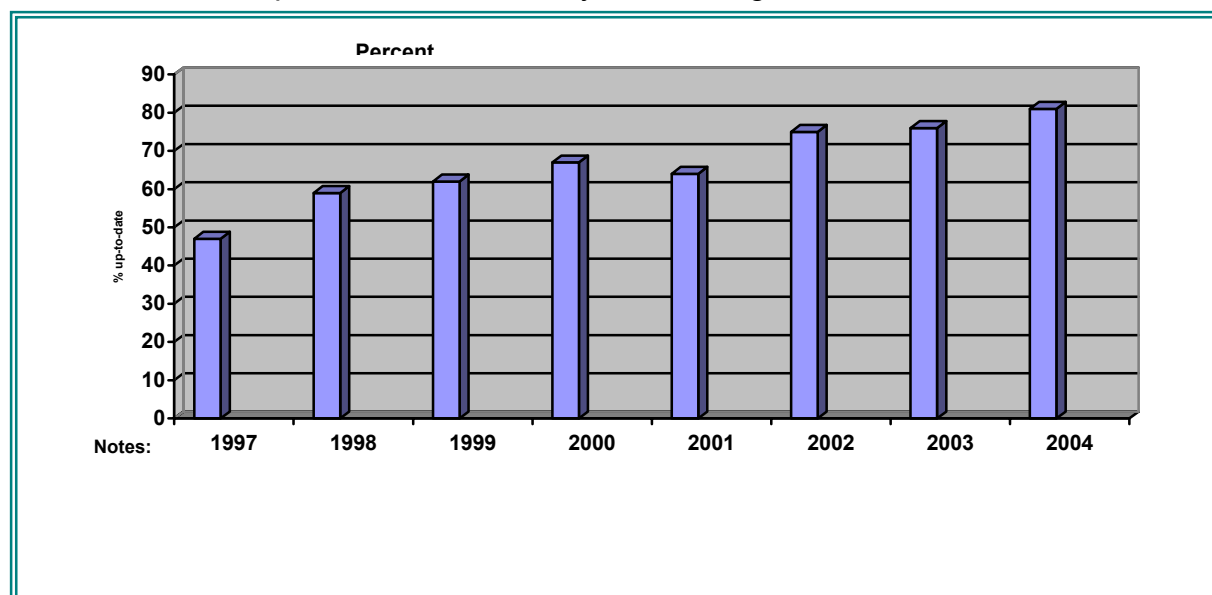
approximately 400 percent. Press releases, spray maps and updates were highlighted along with hyperlinks to state and national WNV web sites.



- After reaching a peak in 1994, the birth rate for teenaged mothers aged 15-17 years continues to decrease. There was a 58.2% decrease in teen births from 1994 to 2003. The Department's teen pregnancy prevention programs use diverse approaches to prevent teen pregnancy, such as linkages with vocational programs, education of male prison inmates on the economic and legal consequences of teen pregnancy and primary prevention through intervention with the younger siblings of pregnant teens.
- The percentage of all San Bernardino County mothers entering into prenatal care during their first trimester has improved 11.7% (from 71% in 1993 to a new high of 82.7% in 2003). Early entry into prenatal care is linked with healthy birth outcomes, especially reduction in pre-term births.



- The Department, in partnership with several community based organizations in the County, provided education and distribution of 2,073 low cost child passenger safety seats, and 1,100 bicycle helmets; and, provided bicycle safety education to 2,397 youth. In the year 2002, booster seat use by children 5-9 years of age in California was 8%, rising to 48% in 2004 due to the new state booster seat law and other factors, including the efforts of public health staff and their community based organization partners in providing education and low cost booster seats.
- A goal for the year 2004 was to maximize enrollment of San Bernardino County's uninsured children into comprehensive health care services through the Gateway Program. Statewide there were 1.2 million children who were uninsured. Since the implementation of the Gateway program, 880,000 (73%) of these uninsured children have been enrolled in a health insurance program. San Bernardino County Child Health Disability Program enrolled 51,270 (86.9%) of the County's approximate 59,000 uninsured children into either Medi-Cal or Healthy Families through the Gateway process.
- In 2004 there were 220 children less than 6 years of age identified as having toxic lead levels, this is a 34% increase over the 164 children identified in 2003. This increase is due to education of physicians to test children. In addition, there were 22 houses identified at high risk for lead that were successfully renovated, thus preventing lead exposure for 132 child occupants.
- The proportion of San Bernardino County children who are up to date on childhood immunizations at age 24 months increased from 43% in 1996 to 81% in 2004. This reflects a 4% increase from 2003. Since 1994, San Bernardino County has used a childhood immunization registry to improve child immunization rates.
- The Immunization Registry for San Bernardino and Riverside Counties, managed by the Public Health Department, continues its impressive success in recruiting medical providers, which results in increased immunization coverage throughout the county. The number of providers increased by 47% during 2004.



- Because of the growing County population, the Women Infant, and Children (WIC) program provided supplemental nutrition vouchers for eligible pregnant women and babies at over 800,000 visits during 2004, an increase of 5% over 2003.
- A new web site (www.sbcounty.gov) was designed to provide public health information on all activities conducted in the Department. This interactive site fielded over 500 inquiries in 2004, while staff distributed more than 20,000 informational brochures to interested individuals.
- Drug abuse prevention programs were conducted for youth, parents, law enforcement agencies, and city officials to educate these groups and individuals about the dangers of underage drinking and illegal drug use.
- The County's Tobacco Control Ordinance was updated and strengthened in several areas by prohibiting smoking: within 20 feet of all County buildings; in County vehicles; in public bleachers at outdoor sporting events; in homes for the aging and chronically ill; and banned cigarette vending machines in any establishment in the County. Complaints received for illegal smoking resulted in 23 citations and 18 convictions for the year.
- Department staff continued implementation of the County's plan to respond to bioterrorism and public health emergencies, activated the Department Operations Center during a statewide hospital disaster exercise; and, developed an RFP to hold seven unique bioterrorism practice exercises during 2005 and 2006.
- The Department further negotiated performance-based contracts for public ambulance transportation providers and undertook a trauma utilization study that resulted in reassessing trauma transport patterns in an effort to increase efficiency and lower costs to the public.
- The Department developed an A-B-C food establishment grading system in response to the public's concerns over restaurant food safety. The Board of Supervisors passed a new ordinance, which requires inspectors to issue letter grades to food establishments in the County unincorporated areas. Several cities within San Bernardino County have, or are in the process of, adopting the new ordinance.
- The Department's web site (www.sbcounty.gov) was enhanced by the addition of the availability of countywide food facility inspection ratings to the public. This data is updated daily. Public viewing of the web site increased by over 1,000 percent in its first month's debut.
- The Department developed an Illegal Vendor Ordinance to assist, in conjunction with County Code Enforcement and the Sheriff's Department, in eliminating the street sales of potentially hazardous food products.

- The Devore Animal Shelter increased the kennel capacity by forty (40) dog runs. These kennels provide both indoor and outdoor shelter, heated cement floors for cold weather, a misting system and ceiling fans for warm weather, and allow for an additional dog capacity of 4,000 animals annually.
- After approval from the San Bernardino County Board of Supervisors, the Animals aRe First Fund (ARFF) was created to provide support to the San Bernardino County Animal Care & Control Program. The goals of ARFF are to promote the spaying and neutering of animals, shelter adoptions, and responsible pet ownership.
- The Department conducted over 500 inspections of kennels, catteries, pet shops, groomers, exotic animal facilities, hog, and calf ranches as well as addressed illegal kennel and animal establishment complaints.
- The Department developed San Bernardino County's Animal Disease Emergency Response Plan for surveillance and early detection of animal diseases which may threaten the health of animals and consequently human populations of the county.

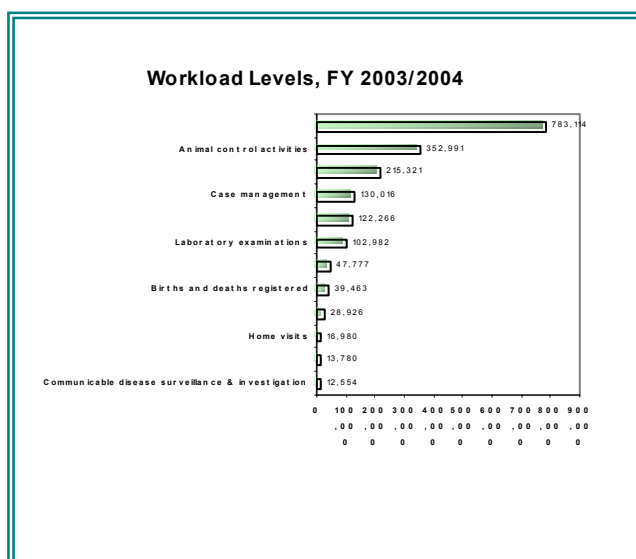
Goals for 2005

Public Health has established the following goals for 2005:

- Based on community input, develop a comprehensive Strategic Plan to improve the health of the County, including measures to address obesity and other chronic illnesses.
- Further the decline of tuberculosis and other infectious diseases through increased prevention, monitoring and education efforts.
- Ensure efforts to protect residents and horses from West Nile virus while continuing to conduct surveillance for other vector borne diseases such as plague, Hantavirus, Lyme disease and others, and to continue to provide response to service requests in a timely and efficient manner.
- Maximize enrollment of San Bernardino County's uninsured children into comprehensive health care services through the Gateway Program.
- Continue the progress on the Bioterrorism Response Plan to better protect County citizens in case of a terrorist attack or other public health crisis.
- Improve the public's confidence that restaurants are operated and maintained in a sanitary condition by implementing a scoring system for all restaurants in San Bernardino County. Also, making closure information and restaurant inspection information available on the Environmental Health Services website.
- Conduct ongoing illegal food vendor investigations in conjunction with County Code Enforcement and the Sheriff's Department.

- Continue to promote the animal Spay and Neutering Program and decrease the euthanasia rate in County animal shelters.
- In 2004, legislation was approved by the State of California allowing veterinarians to sell dog licenses on behalf of the County. In the upcoming months, the Department will put this legislation into effect by contracting with local veterinarians to offer this service in their offices, not only for rabies control, but also for a "one-stop" location where citizens can take care of all their animals' medical and legal needs.
- Implement a program to accept credit cards and debit cards for Environmental Health permits and fees and Animal Control licenses and fees.
- In cooperation with the City of Rancho Cucamonga, host a visit by the Humane Society of the United States (HSUS) within the first quarter of 2005. During this visit, the HSUS will review animal control policies and procedures in an effort to maximize the shelter's efficiency for operation, spending, and customer service.

How Outcomes are Measured



Approaches to measuring outcomes are quite varied due to the diversity of services provided, health issues addressed, and funding source reporting requirements. In order to measure outcomes, the Department utilizes more than twenty health, demographic, and programmatic data sets, such as births, deaths, hospitalizations, census, health interview surveys, and WIC. Statistical and geographic information system software is used to assist in analyzing and reporting outcomes.

Long-term health outcomes are monitored annually. Some of these outcomes, such as heart disease mortality rates, are U.S. Department of Health and Human Services

Healthy People 2010 objectives. Other long-term outcomes, for example birth rates for teenage mothers, are monitored because of their particular interest to the community and the department.

In addition to long term health outcomes, nearly twenty categories of process objectives are monitored. Process objectives reflect workload levels and services provided, and include vital events registered, clinic visits, immunizations administered, complaints investigated, and WIC vouchers distributed.

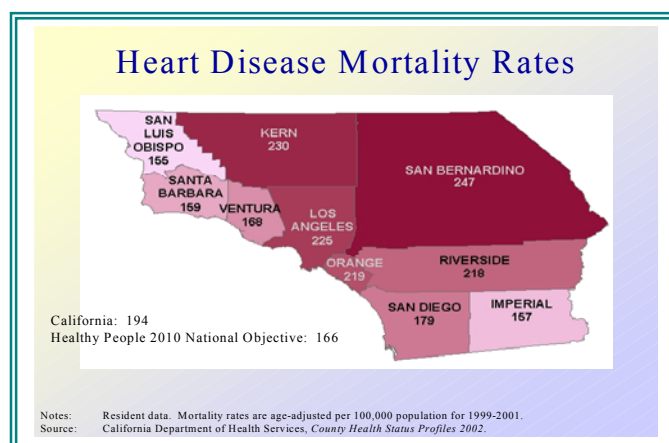
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Program Information

Communicable and Chronic Disease Control and Prevention

Disease control services relate to the surveillance and prevention of illness and disease. Clinical programs providing prevention, education, diagnosis, and treatment of health issues of particular public importance include infectious disease programs such as (tuberculosis and HIV/AIDS), and a comprehensive reproductive health program. Other disease control functions include management of the countywide immunization tracking system, provision of vital public health immunizations, and monitoring of disease patterns and occurrence.



Several programs aim to prevent or reduce the significant burden that chronic disease and cancer have on the county. Tobacco use prevention and education is an important piece of this effort as is a program working to promote healthy lifestyles through exercise and healthy eating. Traditional screening for selected gender-specific cancers is also provided through collaborative efforts with community and health care partners. The Department has optimized such activities by joining other members of the Community Health Coalition to develop strategies for combating the serious impact of Coronary Heart Disease, the leading cause of death in San Bernardino County. The county has the second highest age-adjusted death rate due to coronary heart disease of all counties in California. San Bernardino County's rate of 237 (2000-2002) is far from meeting the Healthy People 2010 national objective of 166, and is 27% higher than the California rate of 186.

Bioterrorism and Emergency Medical Services

As a result of a federal initiative, the Department has developed a Comprehensive Bioterrorism Preparedness and Response Plan. It details strategies for working with multiple partners to improve response capabilities in the event of a bioterrorism incident or other public health emergency. One vital program that enhances the County's capacity to respond quickly to emergencies is the public health laboratory. Its Level B designation enables rapid, sophisticated testing to investigate any possible terror-related causes of illness. That responsibility covers not only San Bernardino County, but two neighboring counties as well.

The county's emergency medical services (EMS) system is planned and managed by the Inland Counties Emergency Medical Agency (ICEMA). Following the Board of Supervisor's direction, ICEMA has negotiated six performance-based contracts with EMS transport

providers and is working with other providers to finalize three more contracts/agreements. In 2004, a new executive director was appointed, providing improved oversight of ICEMA and strengthening relationships with all providers within this county that accounts for over 100,000 EMS incidents each year.

Maternal and Child Health

Services focus on the prevention of disease, death or disability, to maximize the potential of an individual or family unit, and promote healthy outcomes in high-risk populations. Staff is dedicated to a philosophy of excellence in providing comprehensive, strength based, client centered services that are culturally sensitive and improve the health and well being of children, adolescents and families in our communities. There is also a commitment to establishing and maintaining collaborative working partnerships with our communities that respect both the clients and employees.

Clinical programs provide diagnosis, treatment and education; focus on prenatal care, child health and physical/occupational therapy for children with special health care needs.

The Gateway Program was implemented to help assure uninsured children, less than 19 years old, and a medical home for preventive and curative health services. In FY 03-04, our Department pre-enrolled 51,270 children into either Medi-Cal or Healthy Families through the Gateway Program.

In addition to clinical services, several programs provide both home and community based services. These programs target families and youth at risk for child abuse, family violence, teen pregnancy, truancy, juvenile probation, and medical neglect. In collaboration with other county departments, such as Probation and Department of Children Services, the medical, dental, and mental health needs of children in placement are monitored to ensure compliance with child health standards.

Environmental Health Services

The purpose of environmental health services is to prevent, eliminate or reduce hazards that could adversely affect health, safety and quality of life through an integrated and comprehensive array of programs.

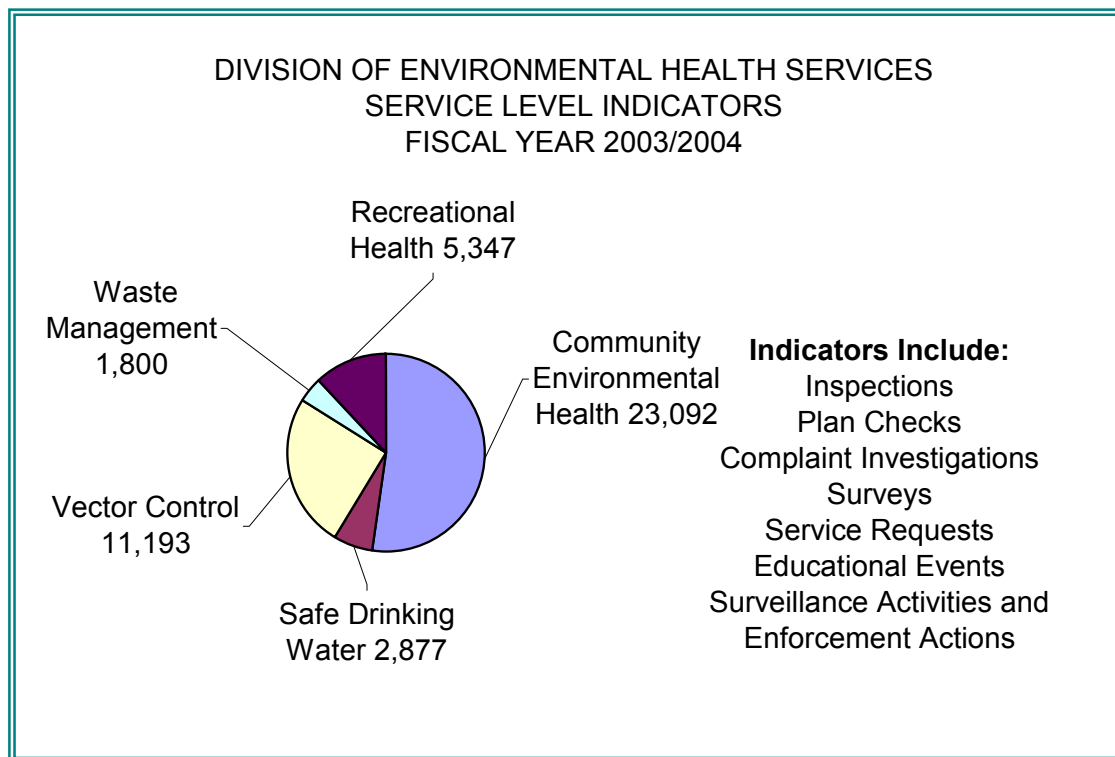
Everyone who eats out is impacted by the Food Protection/Plan Review Program. It assures food provided for human consumption is of good quality, safe, free of adulteration, and properly labeled and advertised. Facility plans are reviewed to verify they are constructed according to code, and food is stored, prepared, and served under clean, safe, and sanitary conditions.

The Recreational Health Program ensures all public recreational waters and public swimming pools and spas are free of safety hazards, disease and life-threatening exposures. The Housing Program also provides safety by inspecting for code compliance in dwellings such as multi-family units, motels/hotels, and bed and breakfasts, to promote housing free of environmental health hazards.

The regulatory activities of the Waste/Wastewater/Land Use Program protect the safety of the County's drinking waters. The Waste Management Program has a similar authority in regulating the proper storage, disposal, and transportation of solid waste.

To prevent the spread of disease by carriers like mosquitoes, flies, and rodents, the Vector Control Program conducts constant monitoring, surveillance and control activities. The spread of West Nile Virus in birds and mosquitoes throughout much of the United States, now including San Bernardino County, is expected to result in human cases of this disease and to challenge our vector control capabilities throughout the County in 2005. The Vector Control staff works closely with the Epidemiology staff to investigate any human West Nile Virus cases to prevent further disease.

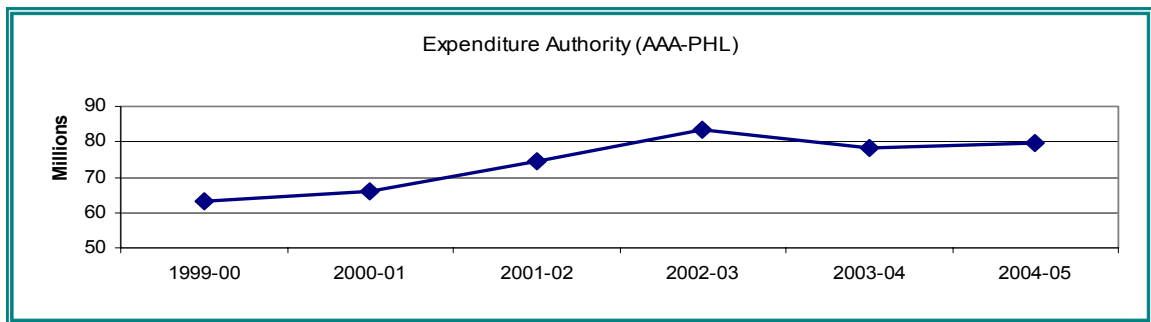
The Animal Care and Control Program protects the public from rabies through mass vaccination of the County pet dog population, stray animal abatement (through enforcement of the Leash Law), wild life rabies surveillance, quarantine of biting animals, laboratory examination of animals for rabies, and public education. In addition, the program investigates animal complaints, and provides safe sheltering care, return, adoption or, as a last resort, the humane euthanasia of unwanted animals.



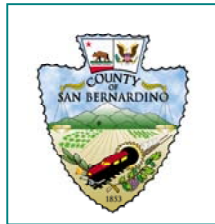
Budget Information

The Public Health budget is stabilizing following a decline in 2003-04 of 6.3%. Further anticipated cuts from the State and Federal governments as a result of their own budget difficulties have yet to materialize. The Department continues to face problems as a result of wage and goods inflation outpacing growth in revenues. This forces programs to either cut supply costs or eliminate positions. In either situation the Department is forced to serve a growing County population with fewer real resources at its disposal.

The Department spent much of the 2003-04 year seeking new revenue streams, reviewing programming operations and structure to find cost savings, and attempting to find ways to operate more efficiently. State and Federal funds typically comprise around one-half of the Department's revenues. Given the budget difficulties at both of those levels of government, it is clear that the Department will need to continue efforts to find new revenues and operate more efficiently in an attempt to maintain current service levels.



The County of San Bernardino is an Equal Opportunity Employer. As an entity covered under Title II of the Americans with Disabilities Act, the County does not discriminate on the basis of disability and upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities.



**County of San Bernardino
Board of Supervisors**

Bill Postmus, First District

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Gary Ovitt, Fourth District

Josie Gonzales, Fifth District



The *Human Services System Annual Report* is produced by the Performance, Education & Resource Centers (PERC). If you would like a copy of this report on CD, please contact:

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